



UNIVERSITY OF DAR ES SALAAM



COMMUNICATION POLICY

May 2019

FOREWORD

This *Communication Policy* document stipulates how the University of Dar es Salaam will handle communication between its academic units and administrative organs, as well as between the university and its external stakeholders. The University of Dar es Salaam 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 itself 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 a *University of Dar es Salaam Communication Policy* that will guide timely, effective and appropriate flow of information within the University of Dar es Salaam and beyond. The aim is to assist university faculty, staff and students in fulfilling the educational, research, and community outreach goals of the university.

We believe that given the global, international and local dynamism in the area of communication, and triggered by the search for excellence, it is only actors who are institutionally and individually willing to improve their conduct of business through effective communication that will excel. We cannot emphasise enough the fact that effective communication plays an essential role in building internal institutional cohesion, advancing organisational goals, and promoting core values.

On behalf of the university, I wish to thank everybody who, in one way or another, participated in the preparation of this policy. Furthermore, I would like to take this opportunity to request the University Council, Management, staff and students as well as the government, development partners and indeed all well-wishers to generously extend their material and moral support during the implementation of the policy.

Professor William A. L. Anangisye

VC – University of Dar es Salaam

Dar es Salaam

Date: May, 2019

TABLE OF CONTENTS

GLOSSARY	iv
LIST OF ACRONYMS AND ABBREVIATIONS	vi
1.0 INTRODUCTION.....	1
1.1 What is a Communication Policy?	1
1.2 Objectives of the Policy	1
1.3 Current Handling of Communication	2
2.0 SWOC ANALYSIS RELATED TO COMMUNICATION AT UDSM	3
2.1 Strengths.....	3
2.2 Weaknesses.....	3
2.3 Opportunities	4
2.4 Challenges.....	4
3.0 RATIONALE FOR UDSM COMMUNICATION POLICY	5
3.1 Need for a Communication Policy at UDSM	5
3.2 Uniqueness of UDSM's Target Audiences	6
4.0 MAJOR POLICY ISSUES, STATEMENTS AND STRATEGIES	6
4.1 Internal Communication.....	6
4.1.1 Situational Analysis	6
4.1.2 Policy Issues	7
4.1.3 Policy Statements	7
4.1.4 Internal Communication Strategies	7
4.2 External Communication	7
4.2.1 Situational analysis	7
4.2.2 Policy Issues	8
4.2.3 Policy Statements	8
4.2.4 External Communication Strategies	8
4.3 Crisis Communication.....	9
4.3.1 Situational Analysis	9
4.3.2 Policy Issues	9
4.3.3 Policy Statements	9

4.3.4 Crisis Communication Strategies	9
4.4 Communication Outlets, Vehicles and Channels	10
4.4.1 Situation Analysis	10
4.4.2 Policy issues	10
4.4.3 Policy Statements	10
4.4.4 Strategies	11
4.5 Corporate Branding and Marking.....	13
4.5.1 Situational Analysis	13
4.5.2 Policy issues	13
4.5.3 Policy Statements	13
4.5.4 Strategies	13
4.6 Feedback and Alumni Database	14
4.6.1 Situational Analysis	14
4.6.2 Policy issues	15
4.6.3 Policy statements	15
4.6.4 Strategies	15
4.7 Language(s) of Communication and Instruction.....	15
4.7.1 Situational Analysis	15
4.7.2 Policy Issues	16
4.7.3 Policy Statements	16
4.7.4 Strategies	16
5.0 MONITORING AND EVALUATION	17
6.0 POLICY IMPLEMENTATION.....	17
7.0 POLICY REVIEW.....	17

GLOSSARY

Corporate Communication: Activities undertaken by the University of Dar es Salaam to communicate with internal and external stakeholders as well as with the wider public. The term implies emphasis on promoting a sense of corporate identity and ownership, thus presenting a consistent and coherent corporate image.

Crisis: From a communication standpoint, a crisis is a business or institutional problem that is exposed to public attention, and that threatens an institution's reputation and its ability to conduct business.

Crisis Communication: Communication designed in response to a crisis situation, aimed at diffusing such emergency situation, in order to protect the reputation of the institution and maintain its public image.

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

Confidential Information: Material information not widely disseminated within or external to the university which, if disclosed, would be unduly detrimental to the university's interests.

Employees: All employees of the university community, including academic and administrative staff.

External Communication: Exchange of information and messages between the university and organisations, groups, or individuals outside its formal structure.

General and Routine Information: Information that would not otherwise be classified as material information, and which is not otherwise required to be kept confidential because of privacy laws.

Internal communication: Exchange of information and messages between employees or departments across all levels or units of the university.

Material Information: Any information relating to the business and affairs of the university that when publicly released would significantly affect, or would reasonably be expected to have a significant effect, on the image of the university.

Media: Communication channels for disseminating information, e.g. every broadcasting and narrowcasting media such as newspapers, magazines, TV, radio, billboards, direct mail, telephone, fax, and internet. There is also social media, e.g. WhatsApp, Twitter, Facebook, Instagram, YouTube, etc.

Selective Disclosure: Disclosure of confidential material information to one or more individuals or organisations and not broadly to the general public.

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

Staff: These include academic and administrative staff of the university, employed on permanent and pensionable, contractual or part-time terms.

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

Students: All students enrolled in the university, including those in off-campus colleges and school, e.g. Dar es Salaam University College of Education, Mkwawa University College of Education and School of Journalism and Mass Communication.

University Community: The University Council, Senate, academic and administrative staff, and students.

LIST OF ACRONYMS AND ABBREVIATIONS

CC	-	Corporate Communication
CCMT	-	Crisis Communication Management Team
CP	-	Communication Policy
CS	-	Communication Strategy
CSP	-	Chief Spokesperson
DOVC	-	Director, Office of the Vice Chancellor
DVC	-	Deputy Vice Chancellor
ICT	-	Information and Communication Technology
IT	-	Information Technology
M&E	-	Monitoring and Evaluation
PRO	-	Public Relations Officer
QAB	-	Quality Assurance Bureau
SWOC	-	Strengths, Weaknesses, Opportunities, Challenges
TV	-	Television
UCIO	-	University Communication and Information Office
UDASA	-	University of Dar es Salaam Academic Staff Assembly
UDSM	-	University of Dar es Salaam
USP	-	University's Spokesperson
VC	-	Vice Chancellor

1.0 INTRODUCTION

1.1 What is a Communication Policy?

A Communication Policy (CP) is a document which outlines the principles, guidelines, practices and processes that an organisation will embrace in fostering excellent internal and external communication. In implementing the policy, the organisation envisages to realise its vision, mission and core values by reaching out to its stakeholders with messages that help to create a sense of ownership of the policy.

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

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 communication for each group. For universities, the types of audiences can be a good mixture; and by implication this will also call for an assortment of channels of communication outlets as listed and discussed in subsequent sections.

1.2 Objectives of the Policy

For the University of Dar es Salaam (UDSM), the objectives of the policy are to:

- a) provide efficient and effective communication mechanisms among the university community, and promote the coherence and consistency of information flow;

- b) support the university to deliver its vision of being the best in the region by helping it communicate effectively with previously identified target audiences;
- c) 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;
- d) promote effective channels of communication to minimise communication breakdown and delays;
- e) disseminate research findings by popularising and/or interpreting information that emanates from research and present it in a way that would be accessible to stakeholders; and
- f) support the university to attract the right students and provide an exceptional experience by supporting departments in their communication planning and delivery of customised communication.

In supporting UDSM's work to achieve the aims of Vision 2061, this Communication Policy seeks to:

- a) contribute to a communication model that guides all UDSM communication;
- 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 university's communication work at all levels; and
- d) ensure that all communication at the UDSM is carried out in a professional manner.

This document serves both as a policy and strategy for communication that is used to address all matters related to how to effectively communicate with internal and external audiences.

1.3 Current Handling of Communication

All along, UDSM has been communicating between and among its units, and different stakeholders and audiences outside the university. Although communication has been handled fairly successfully, it has become apparent that we have been guided largely by good practice, and standing orders and circulars issued from time to time by the university and the government. Communication and information related to the UDSM programmes and activities, products and outputs have been 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 UDSM's aspirations, and

people have not been sensitised enough to take appropriate measures to support UDSM's activities.

2.0 SWOC ANALYSIS RELATED TO COMMUNICATION AT UDSM

In order to have a vigorous Communication Policy, strengths, weaknesses, opportunities and challenges (SWOC) that exist at UDSM, and which are related to communication, have been identified. It is upon such SWOC that the policy is designed. Below, such SWOC aspects are listed and analysed.

2.1 Strengths

UDSM boasts of the following strengths, which support a strong communication policy:

- a) The fibre-optic communication trunk has made communication faster and more reliable, both for internal and external audiences.
- b) Most internal stakeholders of UDSM are increasingly becoming computer literate.
- c) There is in place, elaborate administrative structures to various audiences and stakeholders, e.g. Office of the Vice-Chancellor, Directorate of Internationalisation, Convocation & Advancement, and Public Relations Office.
- d) UDSM is a reputable university 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 university of choice for many undergraduate and postgraduate students.
- e) A large pool of graduates serves as goodwill ambassadors of its programmes and activities in and outside the country.
- f) Adoption of Vision 2061 goes beyond the traditional "Five Year Rolling Strategic Plans" and envisions the university fifty years into the future.

2.2 Weaknesses

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

- a) Absence of a Communication Policy to-date, despite efforts geared towards directing how to handle communication in the university.
- b) Absence of a clear structure on how communication functions at UDSM, in practice. Sometimes the 'centre' is not fully aware of what the units (colleges, institutes, departments and centres) are doing, and vice versa. There are no

clear rules of engagement and procedures for communication within the university community and with the university's stakeholders. Feedback lines are either 'dotted' or absent.

- c) Delays, distortion, and withholding of information. UDSM is a college- or school-based university; as such, the effectiveness of communication between these units is frequently affected by the geographical factor.
- d) Fragmentation, or sometimes repetition of communication, as a result of inadequate coordination among various units within the university.
- 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.
- g) Inadequate engagement with key stakeholders with the result that the vision, mission, core values, programmes and activities of UDSM have remained little known to stakeholders. It is also very difficult for UDSM 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 of same 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 policy. 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 university. Most clients and users of products belong to the knowledge society.
- c) Presence of an audience that is becoming increasingly computer literate, and the improvement of hot-spots for internal connectivity.
- d) UDSM 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 university.

2.4 Challenges

For any new undertaking like this Communication Policy, there might be challenges that will need 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 UDSM community at large. For the larger community, there is the 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. Facilities for e-communication both for faculty and students are either absent or underdeveloped.
- d) There might be challenges from possible competitors fighting for the same resources, stakeholders and status.

3.0 RATIONALE FOR UDSM COMMUNICATION POLICY

3.1 Need for a Communication Policy at UDSM

Communication is an extremely important facility by the university to disseminate its values and philosophy to both internal and external stakeholders. To internal stakeholders, effective communication can be used to reinforce organisational culture, commitment and a sense of belonging; while to external stakeholders it clarifies the role and place of the university in the wider community through the development of visible long-term community relations and outreach programmes.

The CP will ensure that UDSM stakeholders are provided with timely, accurate, clear, concise, consistent, and complete information about its other policies, programmes, services and initiatives. Therefore, in order for this to be achieved internally and externally, this CP serves as a guide to ensure that communication adheres to principles of good communication practice; and operates in the context of the UDSM Vision 2061 which spells out the kind of future anticipated by the UDSM community. If the university is going to thrive for world-class excellence, as articulated in the UDSM's Mission, Vision, and Strategic Objectives, a robust Communication Policy is not an option.

Based on the core business of UDSM, which involves teaching and learning, research, innovation and knowledge exchange, this Communication Policy, among other strengths, addresses UDSM's Strategic Objective 10 – ***Marketing and Communication Improved***. The approaches listed to achieve this strategic objective involve:

- conducting a study to rebrand the university,

- developing a strategy to market the university,
- strengthening public relations capacity,
- developing TV and radio programmes to promote the university, and
- providing electronic alumni database.

3.2 Uniqueness of UDSM's Target Audiences

The goals of the university are a set of ideas that must be checked regularly. To begin with, it has to be clear which audiences the university 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 not a single economical way to reach out to everyone at once and in the same way.

UDSM has to decide what strategy will be most effective but economical to reach as many of any identified target audiences as possible. It 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.

4.0 MAJOR POLICY ISSUES, STATEMENTS AND STRATEGIES

4.1 Internal Communication

4.1.1 Situational Analysis

To maintain a good working environment for the realisation of its vision and mission, the university aims at facilitating efficient and effective internal communication to staff and students as well as to all its internal stakeholders. All along, UDSM has been communicating between and among its units, and different stakeholders and audiences within the university. Although communication has been handled fairly successfully, it has been guided merely by good practice. UDSM had no guiding principles for internal communication. Sometimes the 'centre' is not fully aware of what the units (colleges, institutes, departments and centres) are doing, and vice versa. There are no clear rules of engagement and procedures for communication within the university community and with the university's stakeholders. Feedback lines are either 'dotted' or absent.

4.1.2 Policy Issues

- i) Lack of clear rules of engagement and procedures for communication.
- ii) Over-reliance on traditional paper work/print communication media.

4.1.3 Policy Statements

- i) UDSM shall maintain a culture of two-way communication with all its internal stakeholders. This CP should allow efficient information flow from the management to colleges, schools, departments, staff and students and vice versa.
- ii) UDSM shall strive to use all communication channels, suitable to the prevailing situation including oral, printed media and digital.
- iii) ICT/digital based communication shall be encouraged and strengthened.

4.1.4 Internal Communication Strategies

- i) Communication procedures should 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.
- ii) Any communication should be timely, accurate, clear, objective and complete.
- iii) All communication should be easy to understand and devoid of slang, obscene, offensive or discriminatory remarks.
- iv) The VC and DVCs must be aware of all the communication matters that are going on at the university.
- v) Joint activities or initiatives involving another university, government, company, organisation, group or individual must be communicated in a manner that is fair, open and equitable to all parties.
- vi) Communication among staff, students, and management should be open and collaborative to achieve the national goals and institutional mission, and to ensure quality information services.
- vii) Communication of the university mission, policy and agenda should be handled by management or designated persons.
- viii) Official communication between a college/school/institute/centre, department or unit and management, student or another unit within the university must be handled by the head of the unit.

4.2 External Communication

4.2.1 Situational analysis

UDSM has been actively interacting with its external stakeholders through official communication such as letters, meetings and memorandum of understandings and informally through its website, print media among others. However, these

communications are done without a proper policy, guidelines and coordination, occasionally resulting into breach of communication protocols, contradictions and release of premature information to the public.

4.2.2 Policy Issues

- i) Lack of guidelines for communication with external stakeholders.
- ii) Choice of effective channels for external communication.

4.2.3 Policy Statements

- i) UDSM shall endeavour to communicate and show-case its activities in a transparent and simple way to the key external stakeholders and the general public.
- ii) UDSM shall employ all or a combination of important communication channels at its disposal for external communication.

4.2.4 External Communication Strategies

- i) *Office in charge* - Official communication, partnership, agreement or memorandum of understanding between UDSM and stakeholders, such as the government, organisations, political and socio-economic leaders, universities/colleges, development partners, financial institutions, as well as individuals, should be handled by the VC, or DVCs by delegation.
- ii) *UDSM website* - In the present time, electronic communication through university'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.
- iii) *Public lectures* - Public lectures are tools of delivery and engagement with external audiences. It is envisaged that UDSM shall continue to attract prominent personalities and international academics wishing to interact and discourse with the university community. These engagements are critical to the enhancement of the image of the university to external publics.
- iv) *Meetings* - UDSM holds different types of meetings with collaborating institutions and stakeholders. Outputs from such meetings including important decisions should be shared widely instead of being filed away just as mere proceedings.
- v) *Media* - Communication through different media like TV, radio, and newspapers is going to 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. As regards social media, nobody will be allowed to start own media and associate it with the university.

4.3 Crisis Communication

4.3.1 Situational Analysis

UDSM 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 university negative publicity.

4.3.2 Policy Issues

- i) Lack of a designated structure to handle crisis communication.
- ii) Lack of guidelines and procedures for handling communication during crisis.

4.3.3 Policy Statements

- i) Appropriate ways to handle crisis communication should be employed to enable the university to respond rapidly and effectively to potentially negative situations.
- ii) In case of crisis, UDSM shall portray an image of strong leadership by making sure that appropriate communication channels are utilised.

4.3.4 Crisis Communication Strategies

Given the importance of crisis communication:

- i) Only the VC or a person authorised by him/her shall give information on crisis situations to the media.
- ii) The Director, Office of the Vice Chancellor, shall maintain regular contact with stakeholders and give advice where issues or developments appear to cause problems.
- iii) The Public Relations Office shall monitor local and international news and events and advise the UCIO on issues or events relevant to the university..
- iv) A crisis communication management team will take charge of the situation and will prepare a crisis response as explained in the immediate sub-section.
- v) *Crisis response team*- When a crisis occurs, the VC, in consultation with the University Top management, shall develop an appropriate strategy for dealing with the situation.
- vi) *Crisis communication management team* - In case of a crisis, UDSM's Top Management shall become the Crisis Communication Management Team (CCMT). The CCMT can co-opt other members as the situation may demand.

vii) *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.

- a) The VC will release relevant, appropriate and verifiable information to the media regarding any crisis.
- b) The VC shall institute mechanisms to continually monitor media coverage and respond to it accordingly.
- c) 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 that reflects a common stand.

4.4 Communication Outlets, Vehicles and Channels

4.4.1 Situation Analysis

UDSM is a big and still growing organisation, there are so many outlets or channels through which communication can be passed around, at the university. 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 unnecessarily cause misunderstanding, and therefore become a liability to the organisation. UDSM has to adapt to the fast-changing information and communication technology and new disseminating environment.

4.4.2 Policy issues

- i) Choosing best communication outlet
- ii) Copy rights and confidentiality issues

4.4.3 Policy Statements

- i) UDSM shall strive to share information through channels that take care of integrity of the institution its people, confidentiality of the information, copyrights and efficiency issues.
- ii) All UDSM members shall abstain from communicating, to unauthorised persons, issues related to examinations and any other confidential matters that have got a bearing on general university and national security.
- iii) UDSM has to adapt to the fast changing information and communication technology and new disseminating environment. UDSM shall encourage and invest in electronic communication outlet with the purpose to increase efficiency, save resources and the environment.
- iv) Important communication outlets and channels should be well described and

made known to key stakeholders.

4.4.4 Strategies

- i) *UDSM's Spokesperson* - The VC is designated as UDSM spokesperson. He/she will be responsible for internal and external communication with various stakeholders. The VC may delegate the responsibility for internal and external communication (e.g. media relations) to any other member of the CCMT. From time to time, Senior Officers and/or other subject-matter experts may be called upon to speak to the media regarding specific areas of responsibility or subject matter.
- ii) Any member of staff who wants to make any statement, selective disclosure, or reference to the university that may be deemed to have a repercussion must first seek authorisation/clarification from the Office of the VC.
- iii) *Routine Administrative Communications* - Normal communication will flow from the VC to DVCs, to Principals, Deans and Directors and to Heads of Department and vice versa.
- iv) *Director, Vice Chancellor's Office* - The Director, Office of the Vice Chancellor (DoVC), who is an assistant to VC, communicates Management decisions to relevant units, organs, actors or even individuals. He/she is also in charge of compiling quarterly reports from different units.
- v) *University Communication and Information Office* - The University Communication and Information Office (UCIO), which also oversees the functions of the help desk, will be headed by a Coordinator. The UCIO office will be 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 university to relevant stakeholders through the various communication tools including the ICT platforms and/or news bulletin. The UCIO is also responsible for ensuring that information that is uploaded on the UDSM Website is correct and appropriate in terms of language.
- vi) *Reception Desk* - The reception desk should be manned by personnel who are conversant with customer service, social relations and the University of Dar es Salaam Customer Service Charter.
- vii) *Print and Electronic Media*
 - a) UDSM needs to 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.
 - b) UDSM should gear up the search for, and use of, the new avenues in information and communication especially the electronic media such as Facebook, Instagram, Twitter, Google, WhatsApp, etc.

- c) UDSM landline telephone system and extensions should be overhauled. There is also a need to improve the University Radio (Mlimani Radio) at the School of Journalism and Mass Communication so that it can handle more broadcasts – both for academic and general entertainment purposes. Apart from the radio and television being a training facility, it should also be seen to work like any other of the dozen or so radio and television stations in the country.

- viii) *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 University Communication Strategy. The Public Relations Office should be responsible for the type and manner of disseminating information on notice boards. The Public Relations Office is also responsible for frequent local news update.

Any person wishing to put up advertisements that originate from outside the university should go through the Public Relations Office.

- ix) *Suggestion Boxes and Pigeon Holes* - Although this might seem an old method of collection feedback from the community, it is still very practical and useful, if systematically managed. On-line suggestion boxes should also be used, and these should be managed by the UCIO and UDSM ICT Manager.
- x) *Meetings* - Meetings are useful for the upward and downward movement of information within the university. As such it is imperative that meetings, especially in the lower-level units of UDSM be more structured, scheduled and streamlined along the UDSM quarters. Various decisions are made at various units through these meetings. It will be the responsibility of the head of various units to report to the Information Office any important 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 university community.
- xi) *Responsibilities* - All staff members of UDSM share a responsibility to communicate in accordance with the intensions of the Communication Policy. All staff members are duty bound to make known the good name of the university, and all employees have a responsibility to demonstrate the institutional standards in communication. The UCIO and the Directorate of Public Services will be responsible for sensitisation, training and monitoring compliance to the laid principles of effective communication and branding at UDSM.
- xii) *Unit Communication and Information Coordinators* – Schools, Colleges and Directorates should be required to appoint a communication coordinator who will be responsible for updating their Website in collaboration with the UCIO Coordinator, and handling any other matters related to corporate communication.

4.5 Corporate Branding and Marking

4.5.1 Situational Analysis

Branding is important for making and maintaining identity of any organisation. Some of the identity marks of UDSM include its name, the logo, colours, mascots, taglines, the flag and some structures that have acquired symbolic significance such as the Nkrumah Hall. These make the university to be more visible and better known. Branding also includes the colours, cover designs for print media, calendars, diaries, posters, billboards and banners. More details are available in the *UDSM Brand Identity Manual*.

UDSM shall work towards building a strong brand in order to remain visible and competitive, communicate consistent messages, influence choices of its audiences and build confidence and loyalty among its students, staff, alumni and other stakeholders. Branding will encompass more than just those mentioned above; it has to be reflected through the quality and competitiveness of students, expertise of staff, nature of collaborations and quality of services delivered.

4.5.2 Policy issues

- i) Branding and maintenance of corporate image seeks to have uniformity in employing colour, size, etc.
- ii) Inadequate marking and labelling of university property.
- iii) Poor signposting for spatial/geographical orientation.

4.5.3 Policy Statements

- i) To maintain its identity, all units must use the approved university logo. The university logo in letterheads should be used consistently and uniformly. There shall be uniformity in using corporate colours, logos, and emblems, as described in the UDSM Brand Identity Manual.
- ii) UDSM shall ensure that all major buildings are named/labelled in respect to their relevant functions or academic affiliation (e.g. college, school, institute, etc).
- iii) UDSM shall ensure that signposts are erected alongside pavements, pathways, and main entry points, to direct visitors to respective destinations.

4.5.4 Strategies

- i) Use the same university logo – in size, shape, colour, and require that no variation should be allowed by any unit of the university. This should be available for pasting only, especially on letterheads.

- ii) All institutional web pages must contain an approved university website header, which includes the university nameplate, linking to the UDSM Home Page.
- iii) All institutional websites (colleges, schools, institutes, and other academic and non-academic units must use a header template that conforms to the UDSM visual standards.
- iv) Mark and label all UDSM property including facilities, furniture and structures, including drawing or mounting the logo wherever possible.
- v) Erect signposts pointing towards large units e.g. colleges, schools, institutes, directorates, library, etc. without being too massive and obstructive.
- vi) Fix hanging signs across corridors, which point to relevant departments, board rooms, theatres, toilets, etc.
- vii) Estates (as chief markers) must solicit the services of communication/language experts for example Centre for Communication Studies (CCS) to advise on the most efficient and effective ways of marking and labelling.
- viii) 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.
- ix) The Copyrights Office and the Office of the Corporate Counsel should ensure that guidelines on branding, custody and copyright are observed by both internal and external audiences.
- x) The UDSM anthem should be played at the start of every important event at UDSM, in Radio Mlimani and in Mlimani TV.
- xi) All main entrances to UDSM must have a billboard, with inscriptions and the words “University of Dar es Salaam – Mwalimu Nyerere Mlimani Campus”.
- xii) Produce and distribute car-tyre covers, stickers, mugs, pens, diaries, neck-scarfs, neck-ties, caps, T-shirts, etc. – some of which could be used as souvenirs. Make small table-top flags, with the university logo, to be displayed at the working tables of all unit heads.
- xiii) Every staff and student will don a university name-tag, with the acronym and name - UDSM Staff/Student - clearly marked on/along the lanyard.

4.6 Feedback and Alumni Database

4.6.1 Situational Analysis

Feedback as response from university audiences will enable evaluation of the effectiveness of communication and information coming from the university. Giving the audience a chance to provide feedback is crucial for maintaining an open communication climate. There has not been a very systematic way of reaching out to alumni, and the university has not been able to keep an up-to-date database of all alumni. The alumni portal is available but most graduates who came and went before the ‘IT-era’ cannot be traced easily especially if they have undertaken employment outside government ministries or institutions.

4.6.2 Policy issues

- i) More effective utilisation of feedback mechanisms to and from alumni.
- ii) The whereabouts of many graduates cannot be traced.
- iii) Alumni have not been mobilised to fundraise for the university.

4.6.3 Policy statements

- i) UDSM should require graduating students to leave behind their forwarding addresses – both e-mail and phone number – and oblige them to inform the university whenever they change address, and ask them to assist in updating the UDSM Website.
- ii) UDSM shall try as much as possible to maintain a convocation roll especially of leaders in government who should be invited every year during graduation, or any other important events.
- iii) E-mail and the Web shall constitute primary modes of electronic communication and key platform for communication with alumni.
- iv) UDSM, among other fund-raisers, should also effectively involve the alumni.

4.6.4 Strategies

- i) Create an environment that encourages feedback from alumni and general public.
- ii) Always update and enable alumni to update their own information, and make user-friendly, the contents of the university web pages.
- iii) Hold galas/festivals every three or four years during which alumni come to UDSM for different activities including fund-raising – publicise this event widely.
- iv) Publish consistently the Alumni Newsletter; include, as much as possible, inputs written by alumni.
- v) Establish UDSM Alumni Regional Information Centres that would act as regional points of contact for alumni of the respective region.
- vi) Publish in newspapers information needing the attention of UDSM Alumni.

4.7 Language(s) of Communication and Instruction

4.7.1 Situational Analysis

UDSM is an international university that recruits its staff and students from all over the world. The languages of communication in matters relating to administration and academics will be Kiswahili and English. The choice between these two languages will depend on the target audience.

When it comes to instruction (teaching), English must be used. This should be British English (especially grammar and spelling). However, there are courses that are taught in other languages such as Kiswahili, French and Chinese.

The Minister of Information, Culture and Sports, Hon. George Mkuchika, on 19th April 2010, issued a government circular instructing that all public communication should be conducted in Kiswahili. Later, the university in its 228th Council Meeting of 30th March 2015 made a decision to use Kiswahili in meetings of various university organs and where necessary, use English language in submissions, papers and documents (Council Memorandum 228.1.2).

4.7.2 Policy Issues

- i) Communication becomes effective if it is conducted in a language that neither favours nor marginalises certain groups in the community.
- ii) Kiswahili and English are the two major languages of communication, but they have specific status of use that needs to be streamlined.
- iii) Mixing languages (code-switching and code-mixing) in teaching interferes with understanding and alienates those who are not familiar with any other language that might be used, other than English.

4.7.3 Policy Statements

- i) UDSM through the QAB shall see to it that 'English only' is used in teaching during lectures, and during discussions in seminars; to ensure that no student is disadvantaged.
- ii) Labelling (e.g. inscriptions on doors and signposts) shall as far as it is convenient require the use of **both Kiswahili and English**, to cater for speakers who communicate exclusively in Kiswahili or English.
- iii) All letters either written to the government or for internal communication should be written in Kiswahili, except when the writer or recipient does not understand Kiswahili.

4.7.4 Strategies

- i) Take to task lecturers who will be discovered to be using languages other than English (excessive code-switching) while teaching, except when teaching Kiswahili and foreign languages (QAB to assist).
- ii) Use both languages for important announcements that require the attention of the larger university community; post important information e.g. announcements, policy issues, etc. in both languages.
- iii) Staff the front desk (reception) by personnel fully conversant in Kiswahili and English.

- iv) Translate all relevant internal communication and major policies of the university into Kiswahili, so that staff, service providers and visitors can acquaint themselves with such vital information.

5.0 MONITORING AND EVALUATION

The university communication and information office shall:

- i) develop appropriate strategies for monitoring and evaluation of the UDSM Communications Policy;
- ii) carry out annual evaluation on the implementation of the policy; and
- iii) define the short-term, mid-term and long-term interventions based on the outcomes of the evaluation reports.

6.0 POLICY IMPLEMENTATION

The VC shall, in consultation with colleges, schools, institutes, directorates and other relevant academic and administrative units, develop an implementation strategy to give effect to this Policy.

7.0 POLICY REVIEW

The University Senate shall, in consultation with colleges, schools, institutes, directorates and other relevant academic and administrative units of UDSM, review this Policy after every three to five years of implementation, or after any other duration as it may deem necessary, and forward the outcome of the review process to the University Council for approval.

REFERENCES:

ARU (2010). *Communication Strategy for the Enhancement of ARU Activities for the Period 2010/11 – 2012/13*. Marketing and Public Relations Office: DSM.

Dunn, K. (2000). *Sample Communication Policy*.
<https://www.workforce.com/2000/04/14/>

External Communications Policy. http://www.marvell.com/company/ext_comm.jsp
[https://www.forteoilplc.com/admin/ckfinder/userfiles/files/Brands Corporate Communications policy.pdf](https://www.forteoilplc.com/admin/ckfinder/userfiles/files/Brands%20Corporate%20Communications%20policy.pdf)

Gothenburg. *Communication Strategy for the University of Gothenburg, 2014*.

Harrison, K. *Employee Communication Policy Guidelines*.
<http://www.cuttingedgepr.com>

IUP (2005). *University Communications Strategic Plan*. Indiana University of Pennsylvania.

Makerere University. *Makerere University Communication Policy, 2013*.

Nairobi *Nairobi University Communications Policy, 2014*.

UDSM (2013). *UDSM Vision 2061*.

UDSM (2014). *UDSM Five-Year Rolling Strategic Plan 2014/2015 – 2018/2019*.