

MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY



COMMUNICATION AND MARKETING POLICY

AUGUST, 2024

FOREWORD

This Policy manifests MUST's mandate to serve its various stakeholders within and outside the United Republic of Tanzania with quality business knowledge by providing quality education, research, and consultancy. The discharge of such a mandate, as stipulated by MUST's Establishment Order and echoed in other related documents, calls for an elaborate communication system in which both sides (MUST and its stakeholders) can easily, efficiently, and timely give and receive the needed information. Indeed, this Policy intends to make that goal a reality.

As we live in an era of stiff competition among producers and suppliers, MUST, through this Policy, envisages prioritizing its marketing endeavors to reach its intended clientele and the public at large, serving them with quality products. From a broader perspective, MUST's duty to communicate properly both internally and externally stems from the celebrated right to information. This right is enshrined in international legal instruments and the municipal laws of democratic countries globally. It purports to grant full freedom for the public to access, acquire, use, and benefit from processing information held by both public and private institutions.

Under this Policy, MUST, as an information holder, acknowledges that the availability and unfettered access to information under its custody promote transparency and foster accountability in governance. Additionally, it significantly contributes to economic, social, and political development. In developing this Policy, various laws, documents, and research techniques were utilized. Before the creation of this Policy, all matters related to marketing and communication at MUST were managed using an ad hoc approach without established procedures and strategies. Therefore, this Policy seeks to address this anomaly, not only by formalizing the procedures but also by conforming to the statutory duties that MUST has as an information holder.

MUST wishes to express its sincere thanks for the cooperation and support extended by staff members and for the valuable information provided by the institutions contacted. These institutions were very helpful, understanding, and readily facilitated the acquisition of the necessary information and knowledge for the preparation of this Policy.

Prof. Aloys N. Mvuma
Vice-Chancellor

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ABBREVIATION/ACRONYMS

CD	Compact Disc
CMU	Communication and Marketing Unit
DAHRM	Director of Administration and Human Resource Management
DQA	Director of Quality Assurance
DVC-ARC	Deputy Vice Chancellor Academic, Research and Consultancy
DVC-PFA	Deputy Vice Chancellor Planning, Finance, and Administration
DVD	Digital Versatile Disc
FM	Frequency Modulation
FTC	Full Technician Certificate
HCMU	Head of Communication and Marketing Unit
MIST	Mbeya Institute of Science and Technology
MTC	Mbeya Technical College
MUST	Mbeya University of Science and Technology
NACTE	National Council for Technical Education
TCU	Tanzania University Commission
VC	Vice Chancellor

DEFINITIONS OF KEY TERMS

Authorised Persons: VC or other individuals specifically approved by the VC from time to time for specific kinds of communications on behalf of the MUST.

Basic Information: Any information about MUST, including its services, products, finances, operations, objectives, academic relationships and personnel.

Confidential Information: Any Information of the MUST that has not been made publicly available, as well as information of third parties that the MUST is obliged to keep it confidential.

Constitution: The Constitution of the United Republic of Tanzania, 1977.

External Communication: Dissemination of information to external stakeholders, including regulators, Government and other authorities, other technical institutions, higher learning institutions, tenderers, the media, and the general public.

Electronic communication system: A system for creating, generating, sending, receiving, storing, displaying or otherwise processing electronic documents or data.

Electronic document: Information that is created, generated, communicated, stored, displayed or processed by electronic means.

Internal Communication: Dissemination of information to internal stakeholders. It refers to the MUST Staff, Management, MUST Council and students.

Information: Any material which communicates facts, options, data or any other matter relating to the management, administration, operations or decisions of the information holder, regardless of its form or characteristics.

Media Relation: The relationship that a company or organisation develops with journalists.

Proactive Media Contact: Instances in which employees or a component of the MUST wish.

Public authority: Any authority that is established by or under the Constitution, an Act of Parliament, recognised under any written law as a public office or forms part of any level of the Government.

Reactive media contact: Enquiries by media members on the Institute-related matters.

Social media: Any facility for online publication and commentary, including, without limitation, blogs, wikis, platforms such as Facebook, Instagram, WhatsApp, Twitter, and YouTube, and any other form of communication that may now or in the future be classified or generally regarded as social media.

Stakeholders: Individuals, companies/organisations etc., who are impacted or can impact the operations of the MUST.

The Media: Media partners in delivering information to the general public or a target public. These include print media (newspapers, magazines, publications), all marketing materials and information, broadcast news (radio and television), and the digital media (online newspapers, news blogs, social media etc.)

CHAPTER ONE

BACKGROUND INFORMATION

1.1 INTRODUCTION

The history of Mbeya University of Science and Technology (MUST) dates back to 1986 when Mbeya Technical College (MTC) was established by the Government of Tanzania to train Full Technicians at Certificate Level (FTC) under the Russia - Tanzania Training Support. The College existed up to mid-2005, offering programmes in the fields of Architecture Technology, Electrical Engineering, Civil Engineering, and Mechanical Engineering. In July 2005, MTC was transformed into a comprehensive multi-disciplinary Mbeya Institute of Science and Technology (MIST) by the National Council for Technical Education (Mbeya Institute of Science and Technology) Establishment Order, 2004.

The transformation was a government move towards strengthening the College into a fully-fledged University. Mbeya Institute of Science and Technology registered several achievements, including the restructuring of FTC Programmes to Ordinary Diploma Programmes and the introduction of Undergraduate Degree Programmes, which eventually led to the expansion of student enrolment. Following these achievements, on 29th March 2012, after being issued with a University Provisional License by the Tanzania Commission for Universities (TCU), the Institute was transformed into a fully-fledged University, namely Mbeya University of Science and Technology (MUST). The University was granted the Mbeya University of Science and Technology Charter, 2013 on 20th August 2013.

This document's purpose is to guide the general conduct of public relations, communications and marketing and provide operational procedures for carrying them out at the University.

1.2 MUST Vision

The Vision of Mbeya University of Science and Technology is to become the leading center of excellence for knowledge, skills, and applied education in science and technology.

1.3 MUST Mission

The Mission of Mbeya University of Science and Technology is to develop academically, technologically, and socially competent students, staff, and other stakeholders who will be responsive to the broader needs and challenges of the society specified by:

- (i) Facilitating appropriate tuition, practical training, and support, according to the needs of students and other customers;
- (ii) Encouraging staff's commitment to quality education and services including research, consultancy, and innovation;
- (iii) Fostering lifelong learning, honesty, and responsibility;
- (iv) Promoting an environment conducive to human development; and
- (v) Promoting effective entrepreneurship and usage of appropriate technology that meets national and international needs and standards through skills and practical-oriented training, research, and consultancy.

1.4 Situational Analysis

As of 2024 the time of developing this Policy, MUST has done the following interventions to foster communication and marketing-related activities:

- (i) The establishment of the Communication and Marketing Unit;
- (ii) The establishment of MUST FM Radio as one of the Corporate Strategic Communication tools; and
- (iii) Processing and disseminating of various University information.

However, before the transformation of the Information, Education, and Communications unit to the Communications and Marketing Unit, all activities were taken care of by the respective Unit.

1.5 Justification of the Policy

The formulation of a Communications and Marketing Unit is in the context of its revised mission and implementation strategies. Although the functions are all intertwined within the three core functions of communications and marketing, the specific University's functions that address communications and marketing is to:

- (i) Assume a leading role in the university's responsibility to inform society on the proceedings of the University;
- (ii) Excel in disseminating information to the internal and external public;
- (iii) Stimulate, promote and maintain a mutual relationship with all University stakeholders;
- (iv) Promote Science, Technology, and innovation by reporting true and accurate information on Science, Technology, and innovations; and
- (v) Establish a marketing niche for the University's products and services.

This Communications and Marketing Policy embrace these institutional ideals and functions. Furthermore, university communications must be relevant to the developmental responsibility of addressing national or societal information gaps with immediate or long-term impacts. In this respect, MUST Communications and Marketing activities must constantly align with national, regional, or even global communication direction. This policy is, therefore, in line with the national and regional communication strategy.

CHAPTER TWO

POLICY BACKGROUND INFORMATION

2.1 INTRODUCTION

This part presents the Vision, Mission, Goal, Objectives, Philosophy, and Scope of Communications and Marketing Policy and Operational Procedures.

2.2 Policy vision

The Vision of this policy is to facilitate all Communications and Marketing activities of the University and maintain smooth Communications and Marketing activities by Planning and executing all Communications and Marketing activities of the University.

2.3 Policy Mission

The Mission of this Policy is to guide communication and marketing experts of Mbeya University of Science and Technology to develop and produce quality Communications and Marketing content by:

- (i) Facilitating and supporting University Colleges and the Directorate in marketing their Programs and Projects. Encouraging staff to promote and self-guard the University and its corporate image inside and outside the University;
- (ii) Fostering and maintaining corporate communications with other institutions; and
- (iii) Promoting an environment conducive to effective communication and relations among Staff.

2.4 Goal

The goal of this Policy is to produce consistent external messages that are strongly connected to the University's positioning, branding and strategic priorities; hence this is intended for:

- (i) Ensuring the University is efficiently leveraging its marketing and sponsorship opportunities;
- (ii) Providing central resources to MUST Colleges and student representative Departments;
- (iii) Combining efforts and improving information flows; and
- (iv) Maximizing opportunities and selling MUST products.

2.5 Objective

The main objective of a Communication and Marketing Policy is typically to provide a strategic framework for how an organization communicates and markets itself to various stakeholders. The specific objectives are to:

- (i) Ensure adequate communication and marketing Strategy are available to enable the University to perform its core functions adequately;
- (ii) Manage its marketing, communications, media, and public relations activities to connect with its stakeholders strategically;
- (iii) Maintain MUST brand by enhancing its reputation, and supporting its strategic goal, mission and vision;
- (iv) Ensure that all communication and marketing activities comply with legal, ethical, and regulatory standards, promoting transparency and accountability; and
- (v) Foster and maintain strong relationships with key stakeholders, including clients, partners, and the community, through effective engagement and interaction.

2.6 Policy Scope

The Policy establishes the line between MUST branding and communication efforts. It applies to all MUST College and Students Departments. All external communication activities of MUST will be approved by MUST Vice Chancellor. The activities include:

- (i) Publications, including Print and Electronics;

- (ii) Advertising;
- (iii) Media Relations;
- (iv) Distribution of Press Releases;
- (v) Video;
- (vi) MUST Web pages;
- (vii) Events Management; and
- (viii) Market Research.

2.7 Policy Philosophy

The philosophy of this policy is to support relevant concepts of Communications and Marketing development that have practical consequences or effects (Pragmatism).

CHAPTER THREE

POLICY ISSUES, STATEMENTS AND STRATEGIES

3.1 INTRODUCTION

This Policy has seven (8) key issues that need to be addressed to promote communication and marketing activities. For each policy issue, statements and strategies have been presented. The key policy issues together with the statements and strategies are outlined here-below:

3.2 POLICY ISSUES

3.2.1 External Communications

3.2.1.1 Introduction

MUST has been actively interacting with its external stakeholders through official communications such as letters, meetings, and Memoranda of Understanding (MOUs) and informally through its website and print media, among others. However, these communications are done without proper policy guidelines and coordination, occasionally resulting in breaches of communication protocol, contradictions, and the release of premature information to the public.

3.2.1.2 Policy Issue

- (i) Lack of guidelines for communication with external stakeholders.
- (ii) Choice of effective channel for external communications.

3.2.1.3 Policy Statements

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

3.2.1.4 Policy Strategies

- (i) Spokesperson - Vice Chancellor is the Principal Spokesperson of MUST but may delegate such responsibility to the Communications Officer (CO). The CO will always speak on behalf of MUST, with the full consent of the Vice Chancellor. Other officials, deputies in particular, may speak on behalf of MUST as the Vice Chancellor may direct. The Communication officer must be informed of such directives beforehand. The spokesperson or anyone directed to speak on behalf of the MUST Management must always observe the human rights act, security act, Media Services Act, and government policies, as well as directives concerning government and directives concerning government communications. When speaking as MUST official representatives, they must identify themselves by name, the actual position, and the position in which they are acting.
- (ii) MUST website- In the present time, Electronic Communication through the University's Website is one of the most efficient Communication Channels. External Stakeholders should be provided with broad and easily accessible information about Research, Academics, Consultancy, and other activities. The website's contents should be clearly structured and up-to-date, inviting interactivity and offering easy accessibility.
- (iii) Public Lecture-Public lectures are tools of delivery and engagement with an external audience. MUST is envisaged to continue to attract prominent personalities and international Academics wishing to interact and discourse with the University Community. These engagements are critical to enhancing the university's image to the external Public.

- (iv) Meetings and Events. MUST hold different types of meetings and events with collaborating institutions and stakeholders. Output from such meetings and events should be shared widely. The Communication and Marketing Office should be informed of all MUST events and meetings expected to take place within or outside MUST. If the events and meetings are of interest to the media, it is only the Communication and Marketing office which will be responsible for contacting the appropriate media for coverage.
- (v) Media. Communication and Marketing through different media, such as TV, Radio, and, will 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.
- (vi) Internet and Electronic Communications. The Internet, the World Wide Web, and other means of Electronic Communication are powerful tools for building and sustaining effective Communication within Institutions. As an important tool for providing Information and services to the Public, the Internet facilitates interactive two-way Communication.
- (vii) Media Access—Members of the media are welcome to MUST offices for visits to see different activities. However, the Communications and Marketing Office should be contacted in advance so that Journalists have access to the areas and people necessary for the completion of their stories.
- (viii) Social Media. MUST will use various social media platforms to disseminate Information to the Public, but MUST will avoid using personal social media accounts or any social media account whose content contradicts MUST's values and core business and breaches National laws and government Communications directives. MUST, will have its Accounts on

the following social media Facebook, Instagram, Twitter, and YouTube; however, with time MUST, will have more accounts on various social media.

- (ix) Publicity. For Promotional purposes, MUST, through its Communications and Marketing office may assign Journalists to write Articles/produce documentaries or special programmes on Students' Projects, Innovations, Researches, in general for archiving or appearing in different Newspapers or Airing in Electronic media. MUST, may help the Journalists financially to prepare such Articles/Documentaries. They may also prepare pullouts in quotes in Newspapers
- (x) Advertisements- Only the Communications and Marketing Office will release all Publications and Advertising materials in any form. The office is responsible for booking the space or airtime in the media. The MUST may place Advertisements or purchase Advertising space or Airtime in any media to inform the Public about anything, like Vacancies, Workshop announcements, Tenders, Graduations, Convocations, etc. The adverts will appear only on reputable media and have a larger circulation/coverage in Tanzania or wherever the adverts are intended to reach a large segment of people. Such adverts may also include Editorials and Television/Radio documentaries. Such adverts should be sent to the media three days before the date of appearance and should appear in English and Kiswahili media. MUST shall not buy advertising space or airtime supporting any political party or any individual Campaign. The MUST Media and MUST Media Personnel shall never be used to support any Staff or stakeholder in his or her Political Campaigns, either directly or indirectly, because doing that is unethical and unlawful.

3.2.2 Internal Communications

3.2.2.1 Introduction

To maintain a good working Environment for the realisation of its Vision and Mission, the University aims at facilitating efficient and effective internal communications to Staff and Students as well as to all its internal stakeholders. All along, MUST has been communicating between and among its units, as well as among different stakeholders and audiences within the university. Although communication has been handled fairly successfully, it has been guided merely by good practice. MUST had no guiding principles for internal communications. Sometimes Communication and Marketing Unit is not fully aware of what the units (Colleges, Directorate, Departments and Centers) 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.

3.2.2.2 Policy Issue

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

3.2.2.3 Policy Statements

- (i) MUST shall maintain a culture of two-way communication with all its internal stakeholders. This Policy should allow efficient information flow from Management to Colleges, Directorates, Departments, Units, Staff, and Students and vice versa.
- (ii) MUST shall strive to use all communication channels, suitable to the prevailing situation including oral, printed media and digital.
- (iii) ICT/digital communications shall be encouraged and strengthened.

3.2.2.4 Policy Strategies

- (i) News releases- The office of Communications and Marketing shall prepare all news releases from the Council, University Colleges, and Departments in a manner and form that is suitable for release to the Public. All news releases should be submitted to the Communications and Marketing office at least 5 days in advance except for emergencies. The release may be sent via email or fax or submitted in person, in Print and Electronic form, and should include basic information, “The who, what, when, where, and why”. The Communications and Marketing office will advise on whether the information is worth being released or should not be released due to several factors that both parties should openly discuss.
- (ii) Video Productions. This Policy applies to staff of MUST producing marketing and promotional videos. The Policy does not apply to Student projects or educational videos. Communications and Marketing office can assist MUST divisions and student representatives Departments in the production of videos with regard to branding and marketing messages. Videos produced for external audiences must be approved by the Communications and Marketing Unit before publishing. Any request by an outside video production Company to film on MUST Property should be referred to the Communications and Marketing Unit in the first instance.
- (iii) Photo Permissions- MUST has to secure appropriate permission to use any image of an individual to be used. For promotion purposes, MUST requires permission for photos or videos of Students, participants, visitors, or other subjects who are being featured in online and print advertisements or marketing campaigns in which a person’s name or image is being used in a context that implies endorsement.
- (iv) Dealing with Media- The Office of Communications and Marketing has always been ready and prepared to provide

assistance and handle various inquiries from individual Journalists and Media organisations. Where necessary, a special time should be set up for the reporter to interview an official of MUST. In addition, the reporter will be provided with appropriate information. All media interviews which have anything to do with MUST should be organised by or with the knowledge of the Communications and Marketing Unit. All MUST information to be shared among MUST students, employees, or officers to the public through any media Channels must be checked and screened by the office of Communications and Marketing.

- (v) Media Access—Members of the media are welcome to MUST offices for visits to see different activities. However, the Communications and Marketing office should be contacted in advance so that Journalists have access to the areas and people necessary for the completion of their stories.
- (vi) Events-The Communications and Marketing office should be informed of all MUST events expected to take place within or outside the MUST offices. If the events are of interest to the media, only the Communications and Marketing office will be responsible for contacting the appropriate media for coverage.
- (vii) Visits- The Communications and Marketing office should be informed of and arrange any visits by media Personnel and other People to MUST offices and when necessary, the tours should be conducted in the Company of the Communications and Marketing. All media inquiries must be processed through the Communications and Marketing office, including interviews with the Vice Chancellor or any other MUST official. The Communications and Marketing officer must be present at all interviews.
- (viii) The Vice Chancellor and Deputy Vice Chancellors must be aware of all Communications matters at the University.

- (ix) Communications regarding the University's Mission, Policy, and Agenda should be handled by Management or a designated person.
- (x) Communications among Staff, Students, and Management should be open and collaborative to achieve the National goal and Institutional Mission and ensure quality information services.

3.2.3 In the time of Crisis

3.2.3.1 Introduction

MUST shall continue to proactively prevent events that are likely to lead to a loss of Stakeholders' confidence and to address events stemming from rumors and speculation that may give the University a negative reputation and distort MUST's image.

3.2.3.2 Policy issue

- (i) Ensuring a clear and structured approach to communication during a crisis
- (ii) Maintaining the integrity and consistency of information shared
- (iii) Handling interactions with the media and managing press coverage.
- (iv) Addressing the rapid spread of information and misinformation on social media.
- (v) Keeping employees informed and aligned during a crisis
- (vi) Assessing the effectiveness of the crisis communication efforts.
- (vii) Effectively engaging and informing key stakeholders.

3.2.3.3 Policy statements

- (i) Appropriate crisis communications methods should be employed to enable the University to respond rapidly and effectively to potentially negative situations.

- (ii) In Case of Crisis, MUST shall portray an image of strong leadership by making sure that appropriate Communication channels are utilised.

3.2.3.4 Policy Strategies

- (i) Only the Vice Chancellor or a person authorised by him/her shall give information on crisis situations to the media.
- (ii) The Directors, Principals, and Office of Vice Chancellor shall maintain regular contact with stakeholders and give advice where issues or development appear to cause problems.
- (iii) The communications and Marketing office shall monitor local and international news and events and advise the Management on news and events that are relevant to the University.
- (iv) Crisis Communication Management Team. In case of crisis MUST top Managements shall become the crisis Management team. The team can co-opt other members as the situation may demand.
- (v) Crisis response team- When a crisis occurs the Vice Chancellor in consultation with the University Top Management shall develop an appropriate strategy for dealing with the situation as it will occur.
- (vi) Develop strategies for communicating with employees, customers, partners, and investors. Ensure that there are tailored communication plans for different stakeholder groups, including mechanisms for receiving and addressing their concerns.
- (vii) Outline how to manage media inquiries, conduct press briefings, and issue press releases. Define how to respond to negative media coverage and how to work with media representatives to ensure accurate reporting.
- (viii) Set guidelines for monitoring and responding to social media activity. Establish protocols for addressing rumors,

misinformation, and negative comments while maintaining engagement with the audience.

- (ix) Create procedures for internal communication, including regular updates, briefings, and channels for employees to ask questions or provide feedback. Ensure that employees are informed of any changes that may affect their roles or the organization.
- (x) Releasing information to the media during a crisis.
 - (a) The Vice Chancellor will release relevant and appropriate verifiable information to the media regarding any crisis.
 - (b) The Vice Chancellor 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.

3.2.4 Corporate Identity and Branding

3.2.4.1 Introduction

Branding is important for making and maintaining the identity of any organisation. Some of the identity marks of MUST include name, logo, color, flag and MUST Song. These make the University to be more visible and better known. Branding also includes Calendars, Diaries, Posters and Billboards. MUST shall work towards building a strong brand in order to remain visible and competitive. The University shall communicate consistent messages, influence the choice of its audience 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, the expertise of staff, nature of collaboration and quality of service derived.

3.2.4.2 Policy Issues

- (i) Branding and Maintenance of Corporate Image to have uniformity in employing colors, logo and MUST song.
- (ii) Inadequate Marking and labelling university property
- (iii) Poor signposting for geographical orientation.

3.2.5 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.
- (ii) MUST ensure that all major buildings are named/labelled with respect regarding their relevant functions or academic affiliation.
- (iii) MUST shall ensure that signposts are erected alongside pavement, pathways, and the main entry point to direct visitors to their respective destinations.
- (iv) The MUST Song shall be sung in all Graduations, Public Lecture, events that put together Management, Students and Staff.

3.2.5.1 Policy Strategies

- (i) Use the same University logo in size, shape, and colour and require that no variation should be allowed by any University unity.
- (ii) Mark and label all MUST property, including facilities, furniture, and structures, and draw or mount the logo wherever possible.
- (iii) Fix hanging signs across corridors pointing to relevant departments, halls, toilets, and lecture rooms.
- (iv) The MUST Song should be played at the start of every important event MUST, and on Radio MUST FM.
- (v) Produce and distribute diaries, t-shirts, stickers, and make a small table-top flag with the University Logo to be displayed at

the working table of all Directorates, Departments and unit heads.

- (vi) All University Web pages must contain an approved University Website header with the University nameplate linking to the MUST home page.
- (vii) All University Websites (Colleges and other Academics and non-Academics must use a header template that conforms to the MUST visual standard.

3.2.6 Feedback and Alumni Database

3.2.6.1 Introduction

Feedback as a response from University Audiences will enable evaluation of the effectiveness of Communication and information coming from the University. 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 studied during MTC and MIST cannot be traced easily, especially if they have undertaken employment outside government Ministries and Institutions.

3.2.6.2 Policy Issues

- (i) More effective utilisation of feedback mechanisms to and from Alumni.
- (ii) The where about of many graduates cannot be traced?
- (iii) Alumni have not been mobilized for fund-raise for the University.

3.2.6.3 Policy Statement

- (i) MUST shall require graduating Students to leave behind their forwarding address, including e-mail and phone number, and oblige them to inform the University whenever they change their Communications.

- (ii) MUST shall 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 web shall constitute primary modes of electronic communication and the key platform for Communications with Alumni.
- (iv) MUST, among other fund-raisers, should also effectively involve the alumni.

3.2.6.4 Policy Strategies

- (i) Creates an environment that encourage feedback from alumni and the general public.
- (ii) Always to update and enable alumni to update their own information, make user friendly with the content of the University website page.
- (iii) Holds gala/festival every three or four years during which Alumni come to MUST for different activities, including fund-raising-publicize this event widely.
- (iv) Publish consistently the Alumni Newsletter as much as possible inputs written by Alumni.
- (v) Publish in Newspaper information needing the attention of MUST Alumni.
- (vi) Establish MUST Alumni regional offices that would act as regional points of contact for the respective region.

3.2.7 Marketing operations

3.2.7.1 Introduction

The prosperity of MUST depends on the ability to Market its products and services, focusing on the core mission of the University, using marketing communication tools such as social media, sales promotion, advertising, newsletters, and publicity. However, there is a lack of marketing strategies for implementing marketing in various products and services.

3.2.7.2 Policy issues

- (i) Lack of Marketing strategy to Market Postgraduate, Diploma and Degree programmes within collages.
- (ii) Lack of Marketing strategy to Market MUST FM Radio.
- (iii) Lack of University Comprehensive Marketing strategy for goods and services.

3.2.7.3 Policy Statements

- (i) Enhance marketing of MUST programmes through MUST FM Radio so as to increase enrolment and revenue collections.
- (ii) Execution of budget funds for promotion and marketing of MUST products.

3.2.7.4 Policy Strategies

- (i) To conduct research and analyze market trends, competitor offerings, demographics and other information that affects marketing strategies.
- (ii) To use research findings and analysis to guide MUST Management regarding upcoming marketing projects, new products or services, and overall strategy.
- (iii) To identify areas for improvement in product offerings, sales tactics, marketing strategy, and promotional activities.
- (iv) To approve all marketing campaigns and plans before they are implemented. To monitor marketing and sales performance and adjust strategies as needed.
- (v) To organise marketing activities or events to raise brand awareness.
- (vi) To identify marketing challenges for offering community services.
- (vii) Prepare marketing strategy for community services.
- (viii) Prepare marketing documents on capacities, capabilities, and achievements of the University.

- (ix) To use the University and other media to advertise university achievements.
- (x) To formulate a marketing strategy for all academic programmes.
- (xi) To identify a suitable marketing strategy for the radio department.

3.2.8 Social Media

3.2.8.1 Introduction

Social media includes but is not limited to Blogs, Podcasts, Discussion forums, online collaborative information and publishing systems that are accessible to internal and external audiences, i.e. photo and video sharing, and social networks (Facebook, Twitter, Instagram, etc). The emergency of various web tools has prompted the University to guide on the effective use of these freely available tools that facilitate the reach of important audiences to the institution, such as students, staff and the community. Currently, the University is using various social media including Facebook, Twitter and Instagram

3.2.8.2 Policy Issues

- (i) Ensuring that social media content is appropriate, on-brand, and compliant with legal and ethical standards.
- (ii) Tracking social media activity and engaging with users appropriately.
- (iii) Managing how employees use social media in relation to the organization.
- (iv) Effectively managing social media during a crisis or negative situation.

3.2.8.3 Policy Statement

- (i) To reach masses of potential customers.

- (ii) To engage customers on day-to-day University business operations.
- (iii) To increase Marketing or outreach channels and reduce costs and time for advertisements.

3.2.8.4 Policy Strategies

- (i) Establish guidelines for creating and posting content on social media platforms, including approval processes for pre-publication review. This helps ensure that content aligns with the organization's messaging, values, and branding, and adheres to regulations and best practices.
- (ii) Set up guidelines for monitoring social media channels to track brand mentions, University trends, and audience engagement. Define strategies for interacting with users, including how to handle customer inquiries, respond to comments, and engage in conversations that align with the organization's goals.
- (iii) Communications and Marketing Unit shall provide social media guidelines for the effective use of social media site.
- (iv) Develop protocols for responding to crises or negative comments on social media. This includes how to address misinformation, handle negative feedback, and maintain a consistent and calm tone in response to issues. The policy should also outline procedures for escalating urgent issues to the appropriate crisis management
- (v) The University shall create officially recognised pages representing the University Collages, Departments, or Unit of the University.

3.2.9 Content and Publication in Website

3.2.9.1 Introduction

The university website's contents are very important when it comes to presenting and disseminating the latest information and activities to the

campus society as well as other users. The website's contents and layout are the responsibility of the appointed university content providers/owners and website administrators, respectively.

3.2.9.2 Policy Issues

- (i) There is a challenge in content ownership and timely updates,
- (ii) Separation or boundaries for publication are not well established result some information are not properly handled.

3.2.9.3 Policy Statements

- (i) To ensure website content is designed to provide relevant and updated information to website users.
- (ii) To define the levels of website content ownership and management to various user departments.
- (iii) To ensure that the information and materials on the website are in line with the university's vision of admission.

3.2.9.4 Policy Strategies

- (i) The Communication and Marketing Unit will ensure that the information and materials on the website are standardized, controlled, and secured according to the requirements of the University Management.
- (ii) The communications and Marketing Unit shall appoint website administrators to manage the University website and Department/Centre/Directorate/Unit website pages.
- (iii) The Communication and Marketing Unit shall provide procedures, guidelines and specifications on the type of publications allowed to be uploaded in the website.
- (iv) Contents of MUST website shall be determined by respective user departments/units but will be governed by the regulations and instructions given by university from time to time.

CHAPTER FOUR

POLICY COMMUNICATION AND IMPLEMENTATION

4.1 Communication

Management and dissemination of information must be carefully planned and controlled to protect the University's image and reputation while reaching the intended audience. In this regard, MUST Communications and Marketing Policy shall:

- (i) Maintain and continuously update the MUST website, social media channels, and other related University media;
- (ii) Establish and maintain a smooth flow of information within the University while adhering to national media laws, ensuring that information is accessible to both internal and external audiences;
- (iii) Organise the printing and distribution of all marketing and advertising materials;
- (iv) Prepare press conferences and press releases to inform the public of any important issues and
- (v) Produce and continuously update brochures and the MUST website as new information becomes available.

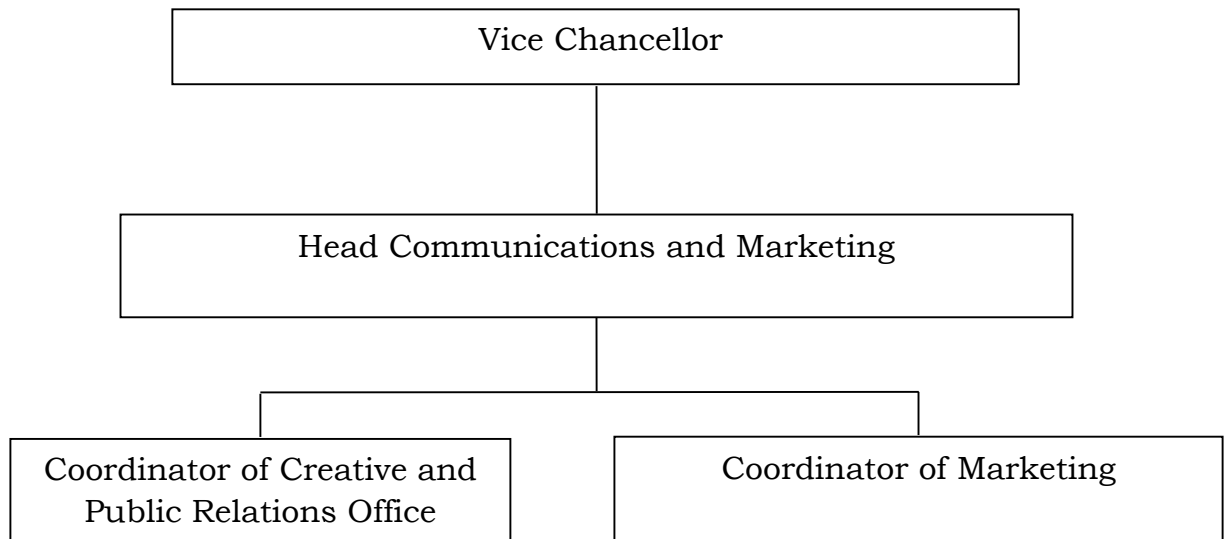
4.2 Implementation

The implementation of this Policy will be overseen by the Office of the Vice Chancellor. The Head of the Communication and Marketing Unit will handle day-to-day supervision of communication and marketing matters. The Policy will be reviewed every three years or based on directives from management.

4.3 Organisation Structure

The purpose of the administrative structure is to define and delegate responsibilities, establish relationships to enable people to work, and ensure effective systems and mechanisms for communications. The Communications and Marketing Unit is under the office of the Vice Chancellor, whose

administrative structure is shown in Figure 1. The Unit shall be composed of two offices of Public Relations and Marketing.



4.3.1 Vice Chancellor

The Vice Chancellor plays a crucial role in the implementation of the University's Communications and Marketing Policy as follows:

- (i) Provides overarching leadership and strategic direction for the university's communications and marketing efforts.
- (ii) Oversees the allocation of resources necessary for effective communication and marketing.
- (iii) Endorsing key messages, ensuring consistent branding across all communications, and representing the University in public engagements and media.
- (iv) Engage with various stakeholders including students, Colleges, alumni, and the community.
- (v) Ensures that there is a system in place to monitor and evaluate the effectiveness of the communications and marketing strategies.

4.3.2 Head Communications and Marketing

The Head of Communications and Marketing is responsible in the implementation of the university's Communications and Marketing Policy with the following roles and responsibilities:

- (i) To translate the university's communications and marketing policy into actionable plans and programs, ensuring these are executed effectively across all platforms and channels.
- (ii) Oversee the planning, development, and execution of marketing campaigns that align with the university's strategic goals and policy guidelines
- (iii) Develop and refine key messages that reflect the university's values, achievements, and strategic objectives.
- (iv) Oversee the creation of content for various medium, including digital platforms, print materials, and press releases
- (v) Maintain and enhance the university's brand identity. Ensure that all communications and marketing materials adhere to brand guidelines
- (vi) Implement strategies to promote and strengthen the university's brand, including managing the university's online presence and public relations efforts.
- (vii) Develop and maintain relationships with media outlets by coordinating press releases, media advisories, and interviews to enhance the university's visibility
- (viii) Manage media relations during crises, ensuring accurate and timely information is provided to the public.
- (ix) Facilitate effective communication within the university, including staff, faculty, and students by developing internal newsletters, updates, and other communication tools.
- (x) Engage with external stakeholders, including prospective students, alumni, industry partners, and the community, through targeted marketing efforts

- (xi) Oversee the university's website and social media accounts, ensuring they are up-to-date and reflect current information and branding.
- (xii) Develop and implement social media strategies to increase engagement and promote the university's activities and achievements.
- (xiii) Plan and execute university events, including open days, academic conferences, and promotional events. Ensure these events align with the communications and marketing strategy.
- (xiv) Promote events through appropriate channels to maximize attendance and impact.
- (xv) Monitor the effectiveness of communications and marketing activities using metrics and analytics and evaluate the success of campaigns and strategies.
- (xvi) Prepare reports on communications and marketing performance for university leadership, highlighting successes, challenges, and areas for improvement
- (xvii) Lead and manage the communications and marketing team, providing guidance, support, and development opportunities.
- (xviii) Work closely with other university departments and units to ensure integrated and coordinated communication and marketing efforts.
- (xix) Manage the budget for communications and marketing activities, ensuring efficient use of resources and alignment with strategic priorities

4.3.3 Coordinator of Creative and Public Relations Office

The Coordinator of Creative and Public Relations plays a specialized and critical role in implementing the Communications and Marketing Policy. The responsibilities include:

- (i) Develop creative content for various platforms, including digital media, print materials, and promotional items.

- (ii) Ensure that all creative materials adhere to the university's brand guidelines and effectively communicate the institution's values and objectives.
- (iii) Build and maintain relationships with media outlets and journalists.
- (iv) Coordinate efforts to secure positive media coverage of the university's events, achievements, and initiatives. Monitor media coverage and manage the university's image in the public eye.
- (v) Plan and coordinate events that promote the university's activities and achievements.
- (vi) Manage public relations aspects of events, including press coverage, guest interactions, and promotional materials.
- (vii) Develop and manage internal communication strategies to keep faculty, staff, and students informed about university developments, achievements, and events.
- (viii) Craft and disseminate messages to external stakeholders, including prospective students, alumni, and community partners, ensuring consistent and effective communication.
- (ix) Assist in the development of creative strategies for marketing campaigns.
- (x) Conduct research to understand audience preferences and trends, informing the creation of relevant and appealing content.
- (xi) Oversee the creation and management of content for social media platforms and the university's website. Ensure that digital content is engaging, current, and reflective of the university's brand.
- (xii) Monitor and respond to social media interactions, fostering engagement and addressing any issues or feedback from the online community.
- (xiii) Track and manage the university's reputation, addressing any public relations issues or negative media coverage promptly and effectively.

- (xiv) Work on initiatives to enhance and strengthen the university's brand image through creative and strategic communications.
- (xv) Work closely with other departments, including the communications and marketing team, to ensure that creative and public relations efforts are integrated with broader marketing strategies.
- (xvi) Gather and incorporate feedback from various stakeholders to improve the effectiveness of creative and public relations efforts.
- (xvii) Manage the budget allocated for creative and public relations activities, ensuring that resources are used efficiently and effectively.
- (xviii) Monitor the effectiveness of creative and public relations activities, using metrics and feedback to assess success and make improvements.
- (xix) Provide regular updates and reports to the Head of Communications and Marketing and other university leaders on the outcomes of creative and public relations efforts

4.3.4 Coordinator of Marketing

The Coordinator of Marketing plays a crucial role in implementing the university's Communications and Marketing Policy with the following responsibilities:

- (i) Develop and execute marketing strategies that align with the university's overall communications and marketing policy.
- (ii) Design and implement marketing campaigns to promote the university's programs, events, and achievements.
- (iii) Conduct research to identify and understand target audiences, including prospective students, parents, and industry partners and use this data to tailor marketing strategies effectively.
- (iv) Monitor and analyze competitor activities and trends in higher education marketing to identify opportunities and threats.

- (v) Manage the university's digital marketing efforts, including social media platforms, the university website, and online advertising.
- (vi) Develop and oversee content creation for digital channels, including blogs, newsletters, and email campaigns, ensuring alignment with the university's brand and marketing objectives.
- (vii) Oversee the creation of marketing materials such as brochures, flyers, posters, and advertisements that effectively communicate the university's messages and branding.
- (viii) Manage the distribution of promotional materials both online and offline, targeting appropriate channels and audiences.
- (ix) Plan and promote events such as open days, recruitment fairs, and academic conferences.
- (x) Work closely with event organizers to ensure that marketing efforts are aligned with event goals and that promotional activities are executed effectively.
- (xi) Ensure that all marketing materials and communications maintain consistency with the university's brand identity and messaging.
- (xii) Develop strategies to enhance and strengthen the university's brand position in the higher education market.
- (xiii) Collaborate with other university departments and units to align marketing efforts with institutional goals and initiatives.
- (xiv) Work with external agencies, vendors, and partners to implement marketing strategies and campaigns.
- (xv) Manage the budget allocated for marketing activities, ensuring that expenditures are within budget and that resources are utilized effectively.
- (xvi) Seek cost-effective solutions and negotiate with vendors to optimize marketing spending.
- (xvii) Track and evaluate the effectiveness of marketing campaigns and initiatives using key performance indicators (KPIs) and analytics.

- (xviii) Provide regular reports to university leadership on the performance of marketing activities, including insights and recommendations for improvement.
- (xix) Stay updated on the latest marketing trends and best practices in higher education.
- (xx) Collect and analyze feedback from stakeholders and audiences to continuously improve marketing strategies and tactics.

CHAPTER FIVE

MONITORING AND EVALUATION

5.1 Introduction

This chapter introduces the mechanisms to assess the performance of the Communications and Marketing Policy goals and objectives.

5.2 Periodical Evaluation of the Policy

This section describes the Policy's evaluation process and is organised into four subheadings as outlined below:

5.2.1 Policy efficiency

- (i) Head of the Communications and Marketing Unit will be in charge of the day-to-day operation of the policy issues;
- (ii) The financial budget (planned and recast) for the specified years will be prepared by the Head of the Communications and Marketing Unit in collaboration with DPI;
- (iii) The status of resources to implement the Policy will also be available at the Head of Communications and Marketing Unit Office, together with challenges that may be encountered;
- (iv) Operational challenges will be compiled by Communications and Marketing Unit staff who will raise them in quarterly meetings and
- (v) Works challenges from Communications and Marketing Unit staff will be channeled to the AHRMC Sub Committee and then to the AHRMC Committee, which will report to the University Council.

5.2.2 Policy effectiveness

- (i) The AHRMC Sub Committee, the AHRMC Committee, and the University Council are all involved in thorough discussions and decisions on Communications and Marketing.

- (ii) There will be a suggestion box for users to Put in their opinions and;

5.2.3 Policy impacts

Implementation of the Communications and Marketing Policy depends on the efforts and commitments of four groups:

- (i) Teaching staff;
- (ii) Technical staff;
- (iii) Administration staff; and
- (iv) Students.

Their cooperation is important for the University's achievement of its Vision and Missions. They will be responsible for safeguarding the University's reputation and integrity.

5.2.4 Policy Relevance

- (i) Issues discussed in this Policy are relevant to MUST Community.
- (ii) All stakeholders named in section 5.2.3 have roles to play to smoothly operationalize this policy.

5.2.5 Policy Sustainability

The activities to be implemented in this Policy involve short, medium, and long-term ones. There are also temporal and permanent ones. All stakeholders must understand and enhance such perspectives.

5.3 Evaluation Report

The evaluation mainly focuses on the impact of the Policy on the MUST Community. The evaluation report will be able to tell whether the resources used have attained the intended outputs.

5.4 Policy Review and Amendments

The Communications and Marketing policy shall be reviewed and amended from time to time as the need arises. Major review shall be done after every three (3) years.

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Mbeya University of Science and Technology Strategic Plan 2022/2023 – 2026-2027.

APPROVAL

At its 43rd Meeting held on 6th day of September 2024, the COUNCIL of Mbeya University of Science and Technology RECEIVED, DISCUSSED and APPROVED the Communication and Marketing Policy.

Hon. Zakia Hamdani Meghji

CHAIRPERSON

Adv. Lugano Mwakilasa

SECRETARY