

UNITED REPUBLIC OF TANZANIA
MINISTRY OF INDUSTRY AND TRADE



NATIONAL DEVELOPMENT CORPORATION



COMMUNICATION STRATEGY 2022/2023-2025/2026

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EXECUTIVE SUMMARY

National Development Corporation (NDC) set a strategic plan in which its overall goal is focusing on the current country strategic vision as prescribed under the National policies such as the National Five-Year Development Plan III 2021/22–2025/26 (FYDPIII), which seeks to fostering 2025 through increasing participation, ownership and management of the larger part of the economy by Tanzanians themselves.

In developing its communication strategy; NDC recognizes that communication is not primarily about dealing with the media. It is about how NDC communicates with its stakeholders, Ministries, Department, Agencies, Regional and Local Government Authorities, Development partners, Training and Research Institutions, Private sector, Civil Society, Media, its own staff and general public.

This strategy has therefore been developed to support the organization culture in which NDC envisioned to be leading Industrialization organization in the country. It is also aimed at developing proper communication tools for giving positive impressions about the Corporation to its stakeholders, partners and the general public.

In order to achieve these aims; the Communication strategy therefore outlines a vision for communication, key strategic objectives of Communication, guiding principles, audience segmentation and communication channels etc. It is expected that this strategy will be used as a tool to foster NDC communication efforts with its key stakeholders, partners and the public in general.

CHAPTER ONE

1.0 INTRODUCTION

The National Development Corporation (NDC) is a leading Industrial development and promotion organization established in 1962 as Tanganyika Development Corporations (TDC) by an Act of Parliament to fill the gap of financing critical development projects and take over the Colonial Development Corporation (CDC) formed in 1950. In 1965, NDC was re-established by the government to catalyze economic development in all sectors of the economy. After the Arusha Declaration, another role was added to NDC that of a holding corporation under the Public Corporation Act 1969 that came to an end in 1992 under the Public Corporation Act, 1992 as amended. NDC was given a broad mandate as a development and promotion institution to stimulate industrialization in partnership with private sector under the cabin memorandum No. 6/1996 of 1996.

1.1 The Mission and Vision of NDC

Vision

Leading industrialization of Tanzania.

Mission

“To implement basic and strategic industrial development ventures”

1.2 Core Values

The National Development Corporation (NDC) will operate base on the following core values: Innovation, Excellence, Integrity, Transparency and Accountability.

In pursuit of provision of quality service delivery under this plan, NDC shall maintain high standards of professional values and integrity. The Corporation will adhere to the following values:

(a) Accountability: NDC leadership, management and staff will strengthen its credibility, take responsibility for operational delivery and be fully accountable to stakeholders.

(b) Innovation: NDC Staff are committing themselves to be innovative during designing, planning, and implementation of all activities embedded in this communication strategic plan and to deliver creative solutions and output that will be highly beneficial to the nation at large.

(c) Integrity: NDC staff and other internal stakeholders affirm to the mandate of NDC as with the regard to national laws and guideline required of civil servant and will apply management, operational and monitoring and evaluation approaches which are ethical in line with its values and will tackle any kind of Intra-organizational and unethical behavior and corruption practices that may erode NDC trust, as set out in the guiding national anticorruption legislation and guidelines.

(d) Excellence: NDC staff will strive to provide its stakeholders with a positive customer experience in all its activities by continually improving its organizational culture in order to build trust and get stakeholder participation, support and feedback.

(e) Transparency: The Corporation commits itself to serve Tanzanians in an honest and transparent manner according to the rules and regulations of the country.

1.3 About this document

The situation shows that, there is a limited awareness by the public, private sector, and some officers in the government institutions about the NDC mandates and role it plays in the economic development of Tanzania. In order to readdress this unfavorable situation, NDC must formulate and implement aggressively a proactive communication strategy which promote awareness and understanding of the NDC mandate among decision makers, politicians and other stakeholders. Successful implementation of this approach will ensure support in the delivery of the mandated obligations.

The approach used to develop this strategy involved studying Communication Strategies from other government institutions such as EWURA, VETA, NEEC and Ministry of Investment, Industry and Trade. The strategy also took into consideration the existing NDC Strategic Plan 2022-2026, and the Access to Information Act 2016 as well as the improvement of technology in media Industry.

1.4 Scope

This strategy applies to Board of Directors, NDC Staff and Service providers; and obliges all covered persons not to disclose internal matters or developments which relate in any way to non-public information to any person not affiliated with the Authority (including family members, relatives and friends) except as required in the performance of such covered person's duties and in accordance with this strategy.

CHAPTER TWO

2.0 ROLE OF NDC COMMUNICATION STRATEGY

2.1 Communication Goals

NDC Communication strategy is a vital tool which helps the Corporation to implement its mandate successfully. The Strategy will create a platform to capture, collect, produce, manage, brand, educating and share information that is generated within and outside the Corporation.

2.2 Objectives of NDC Communication strategy

- i. To inform and create awareness about strategic project and investment to the various stakeholders and beneficiaries across the country.
- ii. To address specific identified key issues and communicate to the audiences and targeted groups through channels of information.
- iii. To create and increase awareness of Corporation programs such as investment opportunities and other opportunities as part of the implementation of NDC Corporate Strategic Plan.
- iv. To create a sense of ownership within NDC and all stakeholders.
- v. To increase visibility of the Corporation through the use of all media platforms.
- vi. To provide framework for monitoring and evaluation of communication strategic plan.

2.3 Guiding Principles

The following are the guiding principles of this strategy

1. Quality

NDC is committed in producing quality, credible, well-shaped content of information and Cleary communicate to all of its stakeholders.

2. Partnership

NDC will be working with strategic partners and alliances to collect analyze and share information with its all stakeholders. In implementing this strategy, NDC will collaborate with its partners to establish and implement plans which increase communication outreach.

3. Knowledge sharing and learning

NDC will embrace a culture of knowledge sharing and learning that sustains productive relationships, partnerships and networks. To support this, it will strengthen the performance stakeholders to achieve the required objectives. Methodology of design and adapt innovative knowledge-sharing and learning practices will be used, delivery of outcomes will be supported by catalyzing knowledge sharing and learning among partners and stakeholders. Integration of information management, monitoring, evaluation and communication processes will be of necessity.

4. Open access

NDC will maintain open access to information wherever possible and practicable to all stakeholders.

5. Time

NDC will strive to deliver information and responds to stakeholders' queries/comments in a timely manner.

6. Focus

NDC will remain attentive to the communications needs as per objectives of this strategy and will aspire to deliver the right message (credible content, results and good stories) communicated in the right form (approach has to be relevant and appropriate) to the right person (identifying and tailoring for the target audience) using the right channel (suitable and diverse range of tools and channels) being mindful of the right context (take into account relevant external and internal trends) with the right support (ensure required skills, knowledge and understandings).

7. Stakeholders feedback mechanism

NDC shall strengthen its feedback mechanism to obtain feedback from both internal and external stakeholders. Stakeholders and public must also be frequently reminded of the importance of feedback and encouraged to participate. All requests for information by stakeholders shall be responded timely as per its Client Service Charter.

Where the information sought requires more time to deliver, an acknowledgement of the request and a firm indication of the anticipated response must be made within the stipulated time period.

8. Commitment to maximize use of information and communication technology

NDC shall utilize the potential of information and communication technology to facilitate information sharing and knowledge management to support the implementation of strategic plan.

CHAPTER THREE

3.0 SITUATIONAL ANALYSIS

NDC has played a virtual role in facilitating and implementing different projects during the colonial era. Soon after the attainment of Independence 1962 it was re-established by the government to catalyze economic development in all sectors of the economy. NDC mandate has been changing in relation to different time as currently it was given a broad mandate as a development and promotion institution to stimulate industrialization in partnership with private sector under the cabin memorandum No. 6/1996 of 1996.

However, with regarding to the nature of its operations the absence of Communication strategy has put NDC into unclear position as to its role and function on the daily interaction with other departments and professionals within the institution in contributing to the success of its mandate and vision.

The growth of digital communication is revolutionizing the way in which the business and people relate to each other. Understanding the diverse audiences and listening to them has always being important to Public Relation. Online communications have expanded the opportunity to do this and transform audiences' expectations. NDC need to play a party in a million of interlinked conversations. In order to take part in people conversations NDC need to explain clearly the mandate in ways that are relevant to their lives. This approach has a potential to help it to learn from stakeholders as well as to engage, inform, inspire them and increase their influence.

Tanzania is among the developing countries where information and communication technology is rapidly changing how people and Institution communicates and there are new communication platforms every now and then. There is a considerable growth in the media industry including social media, arts and internet business. The growth in communication technologies has increase the platform for branding, advertising and institution visibility. Without a proactive move to implement this communication strategy NDC will hardly accomplish its mandate.

3.1 Current Situation

NDC through its Communication, Public Relations and Marketing unit has been communicating the image and messages to the public and intended audience through meeting, seminar, press conferences, events, exhibitions, workshop, media programs, stakeholders' involvement and outreach and other public information methods. However, these initiatives have been mostly reactive. It is a high time that NDC to adapt a strategic communication proactively.

It is also important to note that, for the past few years NDC has been trying to reach the public through digital communication methods such as social media, website and online television so as to stay relevant and proactive. In doing so NDC has been able to engage direct to the public without the higher cost associated with mainstream media.

To effectively communicate requires well balanced strategies and resources. However, NDC by its nature and mandate have insufficient resources allocated for communications. However not all attempts to communicate produced sufficient results due to insufficient resources.

The SWOT analysis aims to establish current and potential future influence of various factors in the operating environment during implementing of this communication strategy. It also focused on identifying strengths, weaknesses and opportunities as well as challenges.

STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
Existing links and cooperation with other organizations nationally, and internationally for JVC projects implementation	Insufficient financial resources to meet recurrent and projects costs	Availability of labor in the market with required competencies for Industrialization	Loss of integrity to stakeholders, communities, and joint venture partners that may result in failure to implement or terminate contracts.

Commitment to prepare and implement Corporate Strategic Plan to improve efficiency and productivity;	Insufficient dividend from JVC	Good investment climate, access to investment forum, and embassies to promote projects to potential investors	Bureaucratic approvals of Government guarantee, letter of support, no objection, permits, incentives and land revocation notices
Existence of unique projects including the Clear organizational setup and mandate on Industrializing the Nation;	Insufficient training in professional careers	Good relationship with Ministries, Departments, and Agencies (MDAs) and other institutions in the private sector	Court cases and unforeseen events including uncertainties of judgment
Accumulated experience in implementing Industrialization projects in the economy;	Shortage of critical staff in various areas	Availability of basic offsite NDC structure to support industrialization including paved roads, water supply systems, power grid	Creditors that owe NDC huge amounts of outstanding debts
Committed human capital with competitive competencies and experience	Absence of corporate investment guidelines	Growing population of natural and legal personalities that create demand for our products such as	Bureaucratic approval procedures from high levels when taking loans

		Bioherbicides, coal, power, rubber, etc	
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However, during the environmental scanning there are critical communication issues that NDC is facing when communicating with stakeholders on Industrial sectors development. The following communication issues will be used to generate communication objectives and hence key messages for each group of stakeholders. These are:

- a) Lack of clear understanding of NDC mandates, roles, functions and power by the public.
- b) Low level of understating the benefits and opportunities of Industrial sectors development and its contribution to national economic development to target audience;
- c) Lack of awareness and understanding of Policies, laws, Regulations, directives, standards and guidelines related to Industrial and Investment sector.
- d) Poor information sharing on evidence based key milestone, lessons learned and best practices on NDC functions, projects and programs among the stakeholders.
- e) Lack of public education to facilitate a better understanding of the issues implemented by NDC with a special focus on development.
- f) Limited participation in decision-making, fresh ideas and strong willingness of Industrial development investments from all stakeholders due to unclear communication.
- g) Poor mutual relationship between NDC and its key stakeholders
- h) Low level of self-determined, inferiority norms and behavioral and low level of understanding of business operation

- i) Lack of repository on the implementation of NDC functions key milestones, strategic plan, programs, projects and other relevant reports
- j) Low usage of Information and communication technologies among Industrial sectors stakeholders as a means to improve their products and services
- k) Limited budget allocations for communication activities for robust awareness and visibility campaigns
- l) Meager and misleading media coverage on NDC development programs

3.2 Stakeholders Mapping

Audience segmentation is incredibly important for the communication strategy as a full. Relevant actors, beneficiaries and intermediaries are clustered into groups consistent with socio-economic and other characteristics they have in common. In later stages, communication objectives, message appeals or participation options are analyzed and designed per group.

Notwithstanding, to make sure the effectiveness of the Communication Strategy for NDC functions, the target audience and also the relevant and appropriate communication channels must be clearly defined. The precision of the message depends on how well defined the target audience is.

Nevertheless, NDC Communication strategy could use for a variety of Champions. Champions are individuals or organizations who occupy a special place in society, play an advocacy role or who would normally have a passion for particular causes.

They can be used as partners in promoting Communication messages. The most important qualities of a champion are commitment, passion and drive. In addition to this is the ability for the “champion” to have an impact at all levels of society especially at community level.

Another key quality is the ability for the individual to listen to and be receptive to the viewpoints of concerned groups. Various individuals ranging from politicians to

musicians; Entrepreneurs to business persons; traditional leaders to media personalities could be identified as potential champions for development.

CHAPTER FOUR

4.0 AUDIENCE SEGMENTATION

NDC view stakeholders as a person, group or organization that has interest or concern on the mandate of the corporation. Stakeholders may affect or be affected by corporation actions, objectives or policies. This strategy categorizes stakeholders into primary and secondary stakeholders.

Primary stakeholders are termed as such because are key players in maintaining organization survival as they direct affect or can be affected by the organization.

Secondary stakeholders are those who may affect the relationship with primary stakeholders.

The communication strategies will bridge the gap to both primary and secondary stakeholders with suitable channel of reaching them. The channel applied to primary stakeholders will be different with secondary stakeholders due to different needs and objectives

Table: Primary and secondary stakeholders

S/N	PRIMARY STAKEHOLDERS	SECONDARY STAKEHOLDERS
1.	Ministry of Investment, Industry and Trade	Local communities
2.	Investors	General public
3.	Employees	Other government entities e.g Ministries, EWURA, TANESCO, NEMC, TIC and others
4.	Suppliers	Activist groups
5.	Shareholders	Trade unions
6.	Politician's	Competitors
7.	Customers	Workforce commissions
8.	Joint Venture Companies	Media
9.	Subsidiaries companies	Academic research and Institution

CHAPTER FIVE

5.0 COMMUNICATION CHANNELS, TOOLS AND TACTICS

During the implementation of this strategy relevant and cost-effective communication channels will be employed to disseminate messages across to targeted audience. Multiple channels should be used to disseminate information to stake holders since audience have scattered geographical location and big density. NDC in disseminating key messages to the targeted audiences, will use different forms of Mass media:

NDC will use broadcast, print and new media to disseminate information aiming to create public awareness, enhancing convenient method for quick feedback, clarify issues and provide forum for stake holders to pass their message, since mass media acts as watchdog to society it can maintain the reputation of the corporate or destroy, therefore it is very important to understand how media operates with the following expectations;

- a. Timely dissemination of accurate information
- b. Transparent i.e., Corporation to give access to information which have public interest
- c. Public awareness
- d. Regular engagement with corporate for knowledge sharing

1. Radio

This is efficient way to meet millions at once, NDC will communicate thorough National mainstream Media and community radio to communicate with its stake holders therefore this channel should be used strategically, and in promotion of public events.

2. Television

Television is yet one more avenue which NDC will use to reach its key stakeholders in industrial development sector as it believes to be most authoritative influential, exiting media reaching very large audience, although not as widely accessible to most Tanzanians as Radio, Television offers chance for creative programming targeting very specific groups for example politicians, investors' development partners, private

sector as well as those in the higher and middle economic groups. Moreover, will be useful in supporting national level activities including advocacy.

3. News papers

Despite the fewer people in Tanzania who receive information and news through newspapers compared to radio and television, this avenue is vital in reaching some groups of audiences (stakeholders). There are wide sorts of newspapers in the country that the Corporation will work with them to disseminate its development information to its public by publishing news stories, feature articles, adverts, special editions and pictorials. Since Newspapers circulate around urban and rural areas the medium of communication will be published in English and Swahili Language.

4. Magazine

This is specialized advertising media which provides educational information entertainment and other specialized needs of consumers, business and industries. It allows detailed message along with photos illustrations and colors, it involves targeted audience readers who pay premium price to buy it, it can be classified in specific subject, generally readership includes managers, executives, businessmen, students and other. NDC also will use Magazine for different publicity purposes.

5. Documentaries

Video documentaries are often informative and memorable because of their entertaining nature. NDC shall from time to time develop and broadcast documentaries that specialize in educating the general public about the corporation its projects and all industrial development, achievements and key milestones.

6. Website

Websites are vital platforms for archiving and information sharing. The Corporation website shall be used to share information on corporate and its projects in industrial development sectors, development initiatives with the general public. Information provided on the website should be in a simple language.

The Website will function as the information hub for those who can access it. Thus, NDC website should be used interactively and updated regularly to stay more dynamic and effectively. It should be improved and maintained according to the

important characteristics that make a good website and keep the visitors visiting it frequently.

7. Social media

Social media gives users the power to interact with each on the content that is being disseminated or shared at absolutely no cost or a very minimal cost. NDC will frequent updating and uploading corporate current affairs issues on social media outlets such as Facebook, Twitter, Instagram, and YouTube channel.

8. E -Mails

Mails are used as communication tools. Communication by e-mail is extremely effective and affordable means of getting information on short notice. NDC can officially communicate with its stakeholders by e-mails for quick response.

9. e-Newsletter

e -Newsletter is a critical tool for disseminating updates, events, news and articles of the achievements of the NDC functions implementation. NDC will prepare and publish quarterly e-newsletter to be developed to provide progress of its projects, events, news and articles on industrial sector development and achievements. It will be issued quarterly in English and Swahili targeting a general public and it will be distributed widely and systematically to new and existing digital platforms.

10. Publications

NDC communication team will produce publications for description on each project. The publications may take the form of brochures, booklet calendar of events, information bulletins/folders, pamphlets, bibliographies, newsletters, magazines quarterly or annual reports, research and consultancy reports, project report, books, press release and all printable materials. These should be utilized in situation where there is a need for depth in terms of messages to be communicated.

This should ensure consistency and uniformity of messages as once written, it will be read as it is. Depending on the distribution, publications are often believed to reach where the writer cannot practically reach at the same time. Publications should also be seen as one of the most effective ways of giving accurate a snap-shot of the contents.

They should be given the advantages of providing pictorial presentations for simple reading. However, publications only reach the literate audiences and also thrive on a reading culture which is increasingly collapsing with the arrival of social media. The format of the publications will be adjusted to specific audiences and be distributed to stakeholders in printed copies and in digital content and uploaded on the internet.

11. Promotional Materials

Promotional materials may take a form as billboards, corporate merchandise (shirts, t-shirts, hats, coffee mugs, pens and conference and stationery - bags, note pads, pens, bills and invoices); stickers, jingles, infomercials, promotional posters, banners, transit shelter posters, ceramic tiles (with relevant messages), mouse pads, CDs, videos etc. are useful in communicating short and flash messages. Those of a jingle or a page-spread or bill board advert.

NDC will use the promotional materials for sensitizing the general public as well as reaching out to the business sector. Promotional materials should be the way of exposing a new brand or concept such as innovation campaign especially where an identity and a slogan are agreed upon. It should also be used for other short messages on any of the issues raised in the Strategy.

12. Posters

Posters will be used to spread information through text and pictures and may be strategically placed in various locations. This is often an ideal when using location-based awareness. Permission from relevant authorities and owners will have to be obtained, where necessary.

13. Media/Journalists Engagement

Engaging the varied components of the media industry in voluntary collaboration offers the most effective approach for the development of consistent and viable national approaches to the dissemination of evidence-based messages about. NDC will focus on creating a decent rapport with media Editors and Journalists on the key milestone of the corporate and its projects development. The activities which will be carried out with regards to this include press conferences, meetings, media briefs, trainings, annual retreats and workshops.

14. Media involvement

These consists of both traditional and digital platforms, provides the widest possible access to NDC stakeholders. The role of Journalists who are the drivers of this industry is key to this communication strategy. Considering this, NDC will enhance the flexibility of Journalists to educate the general public on corporation and its projects development.

15. Stakeholders' Engagement

Depending on its nature, each stakeholder will be engaged by using different methods. Some of the proposed methods include, Public Events, Exhibition, Annual meeting, CSR, Training, workshops, capacity building, outreach programs, Seminars, suggestion box, email, phone calls (toll free) and presentations. Some of these tools are as follows.

16. Public Events

Public events are used for educational and awareness raising purposes. Agricultural, Trade, Industry, Scientific, Environmental, Disaster, Women awareness days and weeks should be accustomed to create news and provides opportunities for campaigns. Other fairs like Workshops, conferences, international events, dialogues, inaugurations and launches, special and international days, sports marches, expeditions, marathons, exhibitions or expos, and village meetings may be exploited by NDC and its stakeholders to disseminate information about the corporation and its projects development.

17. Exhibitions

NDC will work closely with TANTRADE and other exhibition planner in participating on all scheduled exhibition within the National and International calendar such as public service week, Dar es Salaam Trade Fair Exhibition (Sabasaba), Nanenane Day exhibition and other avenues. Such events will provide an opportunity for NDC to showcase of the corporation projects in Industrial development and successful projects.

18. NDC Week

To create awareness and support for its activities, NDC will each year dedicate a week on its calendar, known as “Maendeleo Week”. NDC week with a theme, where the corporate will look to publicize its projects development and updates, also advertise available investment opportunities. This week may involve sports bonanza events.

19. Corporate Social Responsibility (CSR)

NDC and its subsidiaries institutions will make efforts to give back to society by contributing to improve their living standards. As part of visibility and integration efforts, NDC and its subsidiaries will carry out at least two CSR activities each year. All CSR program should be associated with informing educating and communicating the NDC functions and activities.

20. NDC Communications

I. External communications

NDC will deliver clear accurate, transparent, concise and consistence communications under normal and in crisis situation. Subsidiary companies, divisions and units shall communicate as one to the public and NDC stake holders, on corporate mandate and functions for the purpose of protecting the corporate image, confidential information and privacy. Managing Director and Board Chairperson shall remain the authorized spokesman of Corporation, while CAM will all the time remains as delegated spokesperson of the Corporation.

a) Normal situation

The Board Chairperson will speak on policy issues and all matters for which the board hold corporation management to account. Managing Director will speak on all policy issues management and operations of the Corporation. Corporate affairs Manager will be delegated spokesperson of the Corporation.

b) Crisis situation

All the time of crisis information dissemination should be strictly centralized where by the following official arrangement for spokesperson to speak to the public should be

followed, CAM should stand as the corporate first spokesperson if the matter become worse Managing Director will take over the task of being spokesperson, the Board Chairman will finally be corporate spokesperson if Managing director has not been able to manage it.

II. Internal Communications

Internal communication accelerates the Corporation to meet its objectives. Therefore, NDC will build team spirit and commitment among staff regardless of title and position, further more will strengthening corporate culture, and ensuring communication between and among members of staff to be open, constructive and professional, also maintenance of open-door policy to allow staff to present their idea to management will be emphasized. All public statement will be authorized by Managing director and Corporate Affairs Manager before published.

Annex: 1 Communication Action Plan

OBJECTIVE	ACTIVITIES	CHANNELS	STAKEHOLDERS	TIME FRAME AND FREQUENCY	OUTCOME
1.Awareness, knowledge and understanding of mandate, roles and function of NDC	-Stakeholders engagement meetings -Schools engagement programs	-Social media -Radio -TV	- Journalists -Bloggers -Students - Diplomats -public	2022/23 -26	85% awareness of NDC Mandate, roles and function
2.Active public image and reputation of NDC created, branded and maintained	-Production of newsletter - Production of TV and Radio program -preparation of presentation	Social media -YouTube -TV - Radio	-Public -Diplomats - Investors	2022/23 -26	Public image and reputation created and maintained
3.Provision of awareness on NDC projects, products and opportunities in industrial development and its	-Participating exhibition -Preparation of promotional materials -Production of	Social media -YouTube -TV - Radio		2022/23 -26	Improved level of understanding projects, products,

contribution to National economy	video and programs				opportunities and contribution to national economy
4.Strengthening NDC Internal communication system and procedure	<ul style="list-style-type: none"> - Preparation of promotion materials - Coordinate CSR activities - Production video clips of various events - Coordinate sports, games and anniversary events - Up load current awareness news on social media website 	<ul style="list-style-type: none"> -Social media -YouTube -TV - Radio -Press release 	-Internal publics	2022/23 -26	80% internal communication improve by 2026

III. NDC COMMUNICATION COMMITTEE

The NDC communication committee has a role of coordinating all communication matters within the Corporation. As part of its function's communication activities will provides strategic roadmap of the day-to-day operations and implementation of NDC Communication Strategy. The Head of Public Relation and Marketing Unit shall work together with the Communication team and other NDC staff to provide strategic direction for the day-to-day direction and implementation of the communication strategy. Hence, the core functions will involve the following:

- Linking internal staff, stakeholders and other beneficiaries to articulate issues in their implementation of strategic projects.
- Coordinating and participating in various events such as Annual Economic Forums, Nane Nane Exhibitions, Saba Saba Exhibitions, Empowerment Funds Exhibitions etc which enable information sharing with different stakeholders and general public. The activities involved will include pre-event planning, fundraising, developing information, education and communication materials. The other role is designing and distribution of materials during the event, reporting of what

happened and briefing to entire NDC stakeholders on what transpired during the events.

- Coordination of promotional activities which aim to inform the general public about NDC activities and other events.
- Manage NDC visibility and ensure effective guiding templates for NDC branding in outdoor functions are in place to support NDC Communication in the public.
- Ensure effective channels and tools are in place to communicate with all stakeholders regarding ongoing plans and implementation based on regular evaluations.
- Manage design, production and delivery of core publicity materials such as brochures, leaflets, fliers, guidelines books, policy booklets, banners etc. It will also coordinate the production and broadcasting of TV and Radio adverts and programs for informing the general public and stakeholders on various issues pertaining to economic empowerment.
- Prepare and issuing Press releases, articles, reports and relevant documents to stakeholders on matters related to Corporation existing and new project as well as project progress.
- Conduct monitoring of media for topics related to NDC by collecting newspapers and assesses information in the print media on the news items that are of concern to NDC.

CHAPTER SIX

6.0 MONITORING AND EVALUATION

This chapter presents the approach/modality adopted and mechanism for the Monitoring and evaluation of the Communication strategy within the Corporation. It outlines adopted approach, expected outputs (deliverables) and required interventions to deliver the outputs. It further spells out the specific methods and tools necessary to deliver the output.

This will be done in order to show progress of the performance against indicators that show how good our key stakeholders think about our corporation. It is recommended that evaluation of the communication strategy to be carried out in line with the Corporate Strategic Plan as well as NDC monitoring and Evaluation Guideline for effective and efficiency of resources. Evaluating communications along the way can help to stay on course and reach the target.

1. Media monitoring for topics of concern to the NDC

NDC collects newspapers and monitor information in the print and electronic media on news items that are of concern to the NDC. In Tanzania we have 27 TV stations, 116 Radio stations, 13 Daily Newspapers, 62 weekly newspapers and 819 magazines. With this number some private companies hired special services of a media monitoring company to furnish with documentation, analysis, or copies of media content of interest. However, this special service is too expensive for the corporate to afford. To overcome this, the Unit will monitor news in collaboration with other NDC employees. Communication and Marketing unit will need and regard as a source of news from NDC staffs on all issues.

2. Service delivery survey

NDC will conduct stakeholder's survey, in order to evaluate how stakeholders' response to our messages, achievement of programs, coordination, meetings, communication plan, deliverance of service, recognition and awareness. Questionnaires will be developed and made available at NDC offices and distributed in various events including different exhibitions.

3. Interviews

NDC will interview stakeholders by selecting a handful of key stakeholders who will represent the base of audience to receive better insight on how people are responding to its communication activities. This will help NDC to evaluate achievement of its communication activity.

4. Suggestion box

NDC has been using suggestion box, a mechanism which support staff and other client to get feedback from customers on the service offered by NDC. This tool has been useful for it to rate its service to the customers. Feedback from our customers will help foster our relationship with them and to ensure that our services are of quality standards, effective and useful. The box will be opened every week and customers' feedback reports will be forwarded to the Managing Director for action.

5. Operationalization of Client service Charter

Client service Charter entails NDC commitment on how best to serve a client. The Charter will help to evaluate internal and external customers from time to time for improvement of service delivery. It is expected that, its esteemed customers will cooperate by demanding services in accordance with commitments indicated in the Client service charter and provide feedback on services offered to them.

6. Focus Groups

NDC will use focus groups to test new messages or have directed group discussions in a particular activity. During events planning or early implementation of activities, focus groups will be used to gather stakeholder's inputs on better approach to communicate.

7. Quantitative

Data Collection Websites, blogs and other social networks allows NDC to collect useful data. For instance, on its website, it can track a number of daily or monthly visitors and page views. For social networks i.e., Facebook, WhatsApp, Instagram, NDC tracks number of subscribers and number of comments left by visitors. This will help to know if the number of readers is growing or whether the number of comments is rising.

8. Annual staff survey

The annual survey will help to engage staff by understanding challenges encountered towards best performance and better ways of overcome those challenges so as to enhance better working environment for employees. This will help increase commitment, team work and professionalism.

9. Reviewing Communication plans

Communication will be monitored ongoing basis and evaluated at the end of every financial year. This will help NDC to review communication process, improves the effectiveness of communications, engage with audience, reviewing strategies and tactics and locate resource wisely.

Key performance indicators will include

- i. Increased NDC reach, awareness and recognition
 - ii. Changes in target audience's knowledge, perceptions or attitudes
 - iii. Extended reach through integration into partner's Communications Plans
 - iv. Achievement of activities included in the communication plans
 - v. Meeting communication plan objectives

CHAPTER SEVEN

7.0 RISK MANAGEMENT

Managing risk is increasingly central to the business and investment of Government. An essential part of this is risk in communication. Communication in terms of openness and transparency, understanding and engaging stakeholders, as well as providing balanced information to allow the public to make decisions based on various information supplied through different channels of communication.

Management of risks involves everyone in the organization from Board members, staffs, volunteers, stakeholders, clients, visitors and anyone who comes into contact with NDC.

Spokespersons for the Corporation should be identified and authorization to be clearly known to avoid communication crisis and create uniformity in communicating with the public in all matters relating to NDC. Managing Director who is the Accounting Officer is the Principal Spokesperson about day-to-day operations. Head of Communication and Marketing Unit with the permission of Accounting Officer can manages the entire communications of the corporate in all internal and external events.

Managing risk is a two-way process whereby communication with the public can also help the unit to handle risk more effectively. It can help to prevent crisis from developing. It can lead to better decisions about how to handle risks. It can help ensure smooth implementation of policies to tackle available risks. It can help to empower and reassure the public over time and can help to build trust to the Government and in the information it provides.

NDC Risk register framework will be used to mitigate some possible risk in the implementation of communication strategy.

CHAPTER EIGHT

8.0 CAPACITY DEVELOPMENT

The primary responsibility of this strategy rests with the NDC Management while implementation of the strategy will be under Communication Unit. In achieving the goals of this communication strategy, needs to have strong communication unit with the following qualifications.

1. Media Management

The communication unit shall work hand in hand with media houses for publicity, so as to ensure effective performance of the communication strategy. The communication unit will prepare and distribute press releases, develop programs, organize press conferences, making presentation, news briefing, writing reports, develop and distribute information, education and communication materials deemed fit for Corporation publicity.

2. Knowledgeable on Media products and services

The uses of professional digital cameras, editing programs, video and radio documentaries and pictures taking are supposed to be part of the skills found in communication unit.

3. Manage Information

The Communication unit shall be able to manage information from both inside and outside the Corporation. They should be knowledgeable to filter information for the benefit of the Corporation. Not each and every information needs to be publicized.

4. Decision-Making

A team needs to be quickly in decision-making and react to all communication crisis situations especially that information that are harmful to the Corporate and may tarnish its image.

5. Efficient Use of Ideas

Brainstorming is one way of coming up with the solution to a problem. An effective team will be able to gather information from each member and formulate constructive information into a response.

6. Website designing

This is another tool needs to be seen in the NDC communication unit as effective communication platform which enables the organization to promote itself and interact with the general public. In order to make the website efficient, communication unit in collaboration with ICT Unit will be responsible on the designing and layout, regular updating information, uploading events pictures and putting some news bullets that may increase visibility.

7. Networking ability

NDC intends to expand its network by having new partners to support various initiatives of Industrial development in the Country. So, the Communication Unit needs to have knowledgeable staff on networking to expand the NDC partner's outreach.

8. Presentation skills

Usually, the Communication unit speaks on the behalf of the Council as they are responsible on organizing press conferences, preparing speeches, managing various events etc. So, the Unit needs to have qualified staffs with strong communication skills.

CHAPTER NINE

9.0 ACTION PLAN

Communication Objectives	Activities	Indicators
<p>To enlighten the public about National Development Corporation policy and its Act through the use of innovative, relevant and appropriate communication tools and processes.</p>	<ul style="list-style-type: none"> i. Develop NDC Communication Strategy ii. Conduct sensitization meetings iii. Capacity building to communication officers to deliver successful communication objectives. iv. NDC website updated on regular basis 	<ul style="list-style-type: none"> i. NDC Communication Strategy developed. ii. Number of meetings/forums conducted. iii. Number of trainings attended. iv. News and events updated in the website
<p>To establish greater NDC visibility to enhance its public image</p>	<ul style="list-style-type: none"> i. Facilitate participation of NDC Media activities. ii. Develop, design and distribute information, education and communication materials such as brochures, fliers, posters, publications etc 	<ul style="list-style-type: none"> i. Number of print and electronic media facilitated. Number of documentaries produced. Number of brochures, fliers, banners, publications and posters produced and distributed.

Communication Objectives	Activities	Indicators
<p>To promote and publicize investment opportunities and initiatives across the country.</p>	<p>iii. To conduct public awareness about economic investment opportunities and initiatives through TV and Radio.</p>	<p>i. TV and Radio program developed and run.</p> <p>ii. Number of events coordinated and attended.</p> <p>Number of features and articles published.</p> <p>iii. Number of TVs and Radio programs broadcasted.</p> <p>iv. Press cuttings</p>
<p>To inform and engage for comprehensive feedback on how NDC is realizing its objectives towards coordinating economic empowerment process in the country.</p>	<p>i. Operationalization of Client Service Charter.</p> <p>ii. To conduct stakeholders survey to gather feedbacks on services provided by NDC to its customers</p> <p>iii. Using website and social media platforms (twitter, Facebook, Instagram and YouTube) to gather inputs and comments from stakeholders.</p>	<p>i. Client Service Charter available in the office.</p> <p>ii. Conduct stakeholders survey semiannually through evaluations in the meetings/ forums.</p> <p>iii. Annual report on stakeholders' feedback produced and shared in the website.</p>

9.1 RESOURCES AND BUDGET

The resources necessary to execute this Communication Strategy may differ from year to year due to the basis of the communication challenges and opportunities involved. The strategy shall reflect NDC Strategic Plan and implemented as per the government financial year calendar.

9.2 COMMUNICATION POLICY IMPLEMENTATION AND REVIEW

This policy will be implemented, monitored and reviewed at every three (3) years or as the need may arise.