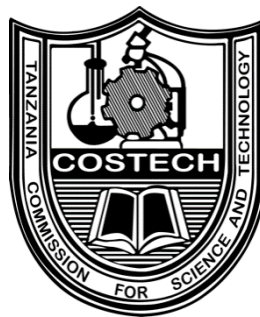**UNITED REPUBLIC OF TANZANIA**

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

TANZANIA COMMISSION FOR SCIENCE AND TECHNOLOGY

(COSTECH)

COSTECH COMMUNICATION STRATEGY FOR 2021/22 – 2023/24

Table of Contents

List of abbreviations

ARU	Ardhi University
COSTECH	Tanzania Commission for Science and Technology
CSR	Corporate Social Responsibility
HDIF	Human Development Innovation Fund
HIV	Human Immunodeficiency Virus
HLIs	Higher Learning Institutions
ICT	Information and Communication Technologies
IDRC	International Development Research Centre
ISO	International Organization for Standardization
MAKISATU	Mashindano ya Kitaifa ya Sayansi, Teknolojia na Ubunifu
MDAs	Ministries Departments and Agencies
MNH	Muhimbili National Hospital
MoEST	Ministry of Education, Science and Technology
MoU	A memorandum of understanding
NCDs	None Communicable Diseases
NFAST	National Fund for Advancement of Science and Technology
NGOs	Non- governmental organizations
PEST	Political Economic Social and Technological
PRO	Public Relations Officer
R&D	Research and Development
Sida	Swedish International Development Cooperation Agency
STEMI	Science Technology, Engineering, Mathematics and Innovation
STI	Science, Technology, and Innovation
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TTOs	Technology Transfer Offices
TV	Television

FOREWORD

The Tanzania Commission for Science and Technology (COSTECH) is a designated government institution under the Ministry of Education, Science and Technology (MoEST). Among other functions, COSTECH is responsible for advising the government on all issues related to research, science, technology, and innovation; popularize science, technology, and innovation at all levels, including the general public. It is also responsible for promoting, monitoring, and coordinating the activities relating to scientific research, technology development, and innovation of all persons concerned with such activities; acquiring, storing, analyzing, and disseminating Science, Technology, and Innovation (STI) information. The main aim of the above-stated functions is enhancing the use of research-based, fact-based, and evidence-based information in devising policies, programs, strategic plans, and decision-making processes for better social and economic development.

To achieve its strategic objectives and functions, COSTECH has put a Vision of building a nation driven by science, technology, and innovation and a Mission of ensuring utilization of knowledge-based products through coordination and promotion of science, technology, and innovation for rapid socio-economic development. However, the realization of the COSTECH strategic objectives, functions, Vision, and Mission by its stakeholders requires a comprehensive communication strategy to raise awareness, improve knowledge, skills, and attitudes change on the use of STI information for improved and sustainable social-economic development. In this regard, COSTECH has developed this communication strategy as a tool that helps to achieve its strategic objectives, core functions, Vision, and Mission through improved service delivery to its esteemed stakeholders and customers. The strategy sets out the principles and approaches to both COSTECH internal and external communications and creates close, effective engagement with all stakeholders in disseminating STI information.

This communication strategy is structured to allow a flow of STI information from the producers of such information to users and vice versa and provide an avenue for accommodating comments and feedback from stakeholders on the quality of such information. It creates an environment for improved uptake of STI information where STI information needs to be packaged in a simple language to be understood by stakeholders, relayed in a standardized format to the right stakeholders and at the right time, and enhance COSTECH visibility to stakeholders, including the general public. The strategy is an internal guidance document of COSTECH for communicating scientific knowledge from research to different stakeholders. It will ensure that the general public and other stakeholders understand the core objectives, functions, and responsibility of COSTECH, the contemporary development of STI that is taking place in the country, and available STI information for applications. The method for communicating STI information to different stakeholders suggested in this communication strategy includes awareness creation on the importance of using STI information in socio-economic activities through various communication channels and news media available at COSTECH and other media houses, conferences and workshops dedicated to sharing STI information with stakeholders. I would therefore like to take this opportunity to express my sincere gratitude to all stakeholders for continued support, constructive comments, and feedbacks that helps COSTECH towards improving service delivery and achieving its strategic objectives, vision and mission.

Dr. Amos M. Nungu
DIRECTOR GENERAL

1. INTRODUCTION

1.1 Background

The Tanzania Commission for Science and Technology (COSTECH) is a Government institution under the Ministry of Education, Science and Technology (MoEST). It was established by Parliament Act No. 7 of 1986 to replace the Parliament Act No.51 of 1968 that established the Tanzania National Research Council (UTAFITI).

The principal roles and responsibilities of COSTECH as per Act No. 7 of 1986 is to advise the Government on all matters relating to science, technology, and innovation (STI), including but not limited to the formulation of science and technology policy; priority setting for Research and Development; allocation and utilization of funding and other resources for STI research and development.

It is also responsible for promoting, monitoring, and coordinating the activities relating to scientific research, technology development, and innovation of all persons concerned with such activities; acquiring, storing, analyzing, and disseminating Science, Technology, and Innovation (STI) information; and may, for that purpose hold or sponsor conferences, symposia, meetings, seminars or workshops, or publish any newspaper, journal or periodical or do any other act or thing designed to promote interest in STI; mobilization of funds for support and promotion of STI from the Government, private sector and other sources.

According to the approved organization structure, COSTECH consists of the Board of Commissioners and the Secretariat. The Board of Commissioners constitutes members of Research and Development (R&D) Advisory Committees. The Board gives broad directives and guidance for implementing the COSTECH strategic objectives to the secretariat through its various R&D Advisory Committees.

The composition of the Commission and R&D Advisory Committees embraces Public and Private Universities, government departments, and major national R&D institutions that makes COSTECH a unique body for local R&D, regional and international linkages necessary for the development of STI in the country. The R&D Advisory Committees' general functions are to act as the Commission think-tank for the advancements of various STI issues in the country.

The Secretariat consists of the Director General's Office and four (4) Directorates: the Directorate of Knowledge Management (DKM); Centre for Development and Transfer of Technology (CDTT); Directorate of Research Coordination and Promotion (DRCP); and Directorate of Corporate Services (DCS). The Director General's Office consists of four (4) units: Procurement and Management unit; Internal Audit; Legal; and National Fund for Advancement of Science and Technology (NFAST). The COSTECH organogram is presented in Appendix 1.

COSTECH as a principal advisor of the government on all matters related to science, technology and innovation strives to enhance the capacity of its stakeholders in using STI knowledge information in the planning of various activities, policy formulation, implementation various plans, policies, and support decision-making processes. This is vital in for fostering rapidly achieving Sustainable Development Goals (SDGs) and contribute to the reduction of poverty. However, the use of STI information requires a coordinated effort of mainstreaming such information into different policies, strategic plans, programs. This also require a comprehensive communication strategy for communicating scientific knowledge information gained from research to different stakeholders. In this regards COSTECH has developed this communication strategy to enhance the use of STI information by its stakeholders. This communication strategy will help establishing effective communication among all stakeholders involved in generations of STI knowledge information and users of such information.

In the course of developing this strategy, reference was made to various documents such as the ruling part manifesto of 2020-2025 where issues related to the use of scientific knowledge gained from research have been emphasized. Other document referenced include the COSTECH strategic plan of 2020/21-2025/26, Parliamentary Act No 7 of 1986 that established COSTECH and the COSTECH Service Client Charter of 2019. These documents have provided useful information on the urgent needs of the use of STI information for rapid socioeconomic development.

1.2 Vision

A nation driven by Science, Technology and Innovation.

1.3 Mission

Ensure utilization of knowledge-based products through coordination and promotion of science, technology and innovation for rapid social economic development.

1.4 Core values

In undertaking its roles and functions, COSTECH upholds the following core values:

1. **Integrity:**   We are committed to demonstrating ethics, responsibilities and honesty in performing our duties at all times;
2. **Excellence:**   We strive for the best-in-class delivery of service;
3. **Customer focus:**   We put our customer's need first;
4. **Professionalism:**   We are committed to consistently complying with the laws, and to promote best practices and diligently use knowledge and skills as a prerequisite in performing our work;
5. **Accountability:**   We promote openness and transparency to ensure that we are accountable for timely delivery of our products and services; and we recognize and value the contribution of individuals and teams in realizing our vision.

1.5 Rationale for developing the Communication Strategy

Despite the fact that, COSTECH has been in existence for number of years, different internal and external stakeholders still do not have comprehensive awareness of STI information, COSTECH mandate, functions, objectives, achievements, and challenges. Thus, in order to improve the understanding, visibility of COSTECH on STI contribution to social economic development, it is expected that the Communication Strategy will play the role of providing a working platform for effective communication on coordination and promotion of STI services and products to the public and different users.

1.6 Methodology

This STI communication strategy has drawn inputs from internal organizational knowledge, COSTECH's Strategic Plan 2020/21-2025/26, the previous communication strategy of 2010/11-2012/13, STI communication stakeholders, and literature including strategies from other institutions. COSTECH organized STI communication dialogue, which included experts from media and communication offices, R&D institutions, library and ICT fields as well as decision and policy makers. The experts proposed how to strengthen the communication channels, appropriateness of media, quality of STI communication and the role of COSTECH. Literature review helped to further digest the various channels used by other communication strategies from other institutions. Other elements from literature review were flow, components and key messages for inclusions.

1.7 Situation Analysis

This section analyses the communication situation that COSTECH has, internally and externally. The analysis is based on Political Economic Social and Technological (PEST) and Strengths, Weaknesses, Opportunities and Challenges (SWOC), and Stakeholders' analysis methods. PEST drivers are about external environment that could affect two-way effective communication between COSTECH and its stakeholders. While Strengths and Weaknesses in SWOC stand for COSTECH internal situation, the latter two, i.e. Opportunities and challenges stand for external situation, that COSTECH will have to use and overcome respectively for its success in communicating STI information to different stakeholders. In addition, stakeholders' analysis was also considered in details based on their priorities, policies, strengths, and weaknesses.

This communication strategy consists of five (5) sections. Section one (1) presents the background information of COSTECH, its functions and organization structure. This section presents the vision and mission statement of COSTECH, core values, rationale for developing the communication strategy and important of communicating STI information to different

stakeholders. Moreover stakeholders mapping and the findings of the baseline study that was undertaken to support development of this strategy are also presented in section one (1).

Section two (2) presents the situation analysis where strengths, weaknesses, opportunities and challenges for communicating STI information to different stakeholders have been identified. This section also presents the communication channels being used for disseminating STI knowledge information and that were proposed by stakeholders as additional preferences channels for communicating STI information. Section three (3) presents the communication strategy issues, recommended generic messages, target audiences for STI knowledge information as well as their recommended appropriate channels of communication. The communication matrix, which will be used to guide logical implementation of the strategy is also presented in section three (3).

Section four (4) presents the implementation plan, monitoring, evaluation plan and the budget for implementation of the communication strategy. Section five (5) presents the financing modalities of the various interventions and the possible sources of funding. The strategy contains three annexes covering the communication strategy matrix, and the annual implementation budget. The analysis insights on COSTECH communication with its stakeholders are presented through annexed Appendix II. PEST, SWOC and Collaborator analyses resulted from baseline study conducted in 2018.

2. THE COMMUNICATION STRATEGIES

This Communication strategy is built on the COSTECH Act and uses opportunities generated and offered by COSTECH Strategic Plan. It identifies and uses the key strategic interventions that would facilitate participation of all stakeholders in the implementation of the set goal. It takes on board the key challenges highlighted in previous sections of this document and presents the strategic interventions necessary to address these challenges. In order to fill the identified gaps, this Communication Strategy therefore consists of Communication Goal, Objectives and Targets, which will be a roadmap in implementing it.

2.1 Communication Goal

Communication goals generally intend to serve three purposes, which are to inform, educate and change a certain behavior or attitude of an intended audience. The overall goal of this

communication strategy is to improve organization profile of the COSTECH through effective promotion and communication of appropriate STI products and services among all stakeholders. An improved organizational profile shall reflect a strengthened STI system for sustainable socio-economic development and put the Commission closer to the realization of its vision and mission.

2.2   Communication objectives

For the purpose of this Communication strategy, the communication objectives are geared towards creating awareness about utilization of STI products and services as well as cultivate mutual relationship between COSTECH and its stakeholders. In order to achieve the above set goal, the following objectives will be accomplished:-

i.   Availability and flow of information within COSTECH enhanced.
ii.   Visibility of STI activities among stakeholders enhanced.
iii.   Awareness of STI information for socio-economic development increased.
iv.   Dissemination of STI information to different stakeholders increased.
v.   Feedback mechanisms from different STI stakeholders improved.

2.3   Communication Targets

Communication targets are, what is expected to be achieved in the long run of the Communication Strategy. The COSTECH communication strategy is guided by programmed objectives, which are accompanied by set targets according to the specific audience. An Action Plan will be developed in line with objective targets. The following are strategic communication targets that will be applied in the entire period of implementation.

i.   *Availability and flow of information within COSTECH enhanced*

a)   COSTECH information committee established by June 2022.
b)   Twenty (20) COSTECH staff trained on how to repackage and communicate information annually.
c)   Two (2) exchange study visits for 5 Communication personnel to local, regional and international STI organizations organized by June 2024.

d) An almanac of STI communication activities established annually.

ii. *Visibility of STI activities among stakeholders enhanced*

a) All STI guidelines/ manuals/ frameworks/ charters/ policies/ strategies and MoU/ agreements/ ISO certification & all relevant STI events publicized annually.

b) Branding of COSTECH Knowledge products maintained and updated annually.

iii. *Awareness of STI information for socio-economic development increased*

a) All training (policy and decision makers; innovators; science communication between researchers and media personnel; researchers to publish in reputable journals; HIV/AIDs and NCDs; R&Ds and HLIs PROs and R&Ds and HLIs PROs; publicized annually.

b) Five (5) advocacy events for use of research results and innovations to policy and decision makers publicized by June 2024.

c) Fourteen (14) R&D advisory committees on STI dialogues/fora publicized annually.

d) Four (4) STI dialogues/fora publicized annually.

e) Excellence in STI journalism award publicized annually.

f) Five (5) hubs, 15 clusters and Technology Transfer Offices (TTOs) with Technology and innovation support services publicized annually.

g) Thirty (30) STEMI programs in primary and secondary schools publicized by 2024.

h) National Annual STI Competition (MAKISATU) publicized annually.

i) All research related activities publicized by June 2024.

j) All STI systems (e.g. HR, finance, procurement, STI information management, research open data platforms, MAKISATU, research, innovation, etc.) publicized by June 2024.

k) COSTECH Knowledge Lab maintained, in full operations and publicized annually.

l) National and international STI events (e.g. National STI conferences and exhibitions) publicized annually.

iv. *Dissemination of STI information to different stakeholders increased*

a) Three thousand (3,000) prepared research and innovation knowledge products (books, booklets, brochures, banners, fliers, newsletters, and bulletin) disseminated by June 2024.

b) Five (5) STI documentaries facilitated and aired annually.

c) Four (4) newsletters prepared and disseminated annually.

d) A hundred (100) TV, two hundred (200) Radio STI news/programmes; and two hundred (200) newspaper news/feature articles facilitated, aired and published annually.

v. *Feedback mechanisms from different STI stakeholders improved*

a) Monitoring and evaluation tool for Communication Strategy developed and operationalized by June 2022.

In order to accomplish the Communication objectives and targets, this Communication Strategy is accompanies by a Communication Matrix which highlights the communication issues/gaps; the strategies/activities that will be employed to reach the targets; the outputs that will be attained; the channel that will be used to convey the messages; the responsible actors, the means on how the feedback will be gathered, as well as the estimated budget per each target. The Communication Strategy Matrix is presented as Appendix III.

2.4   Communication messages

The implementation of the communication strategy will be guided by generic messages. Generic messages intend to provide broader thematic areas from which specific messages will be drawn in communicating STI issues. The root of each generic message will be derived from COSTECH mandate, roles and functions, mission and vision. Therefore, the generic messages will share what COSTECH organs and external STI stakeholders undertake. The examples of proposed generic messages could be:-

- Technology brings development

- Promote Technology Investment to build Tanzania

- Technology is the foundation for growth

- Innovate for impact

- Innovation for a resilient and inclusive digital economy

- STI for socio-economic development, et cetera.

2.5 Communication issues/ gaps

Communication strategy gaps were identified through PEST and SWOC analysis whereby issues concerned with limited flow of information due to a lack of effective communication strategy, inadequate resources to facilitate communication activities, weak linkages between COSTECH and its stakeholders and inadequate incentive for attracting media to communicate STI issues were identified. In order to offer quality and effective communication to its stakeholders, COSTECH will strive to address the identified gaps through implementing this strategy.

2.6 Communication Channels

Means of communication are channels or media for accessing information and to communicate the same to its stakeholders. Communication channels are the means for reaching out and collecting feedback from target audiences as well as assisting the audience to make informed decisions. For the purpose of implementing this Communication Strategy, COSTECH has categorized communication channels into three categories, these include:-

2.6.1 Print media

Print media provide progress and developments on the COSTECH programmes and reports on various STI achievements. They are normally distributed widely through new and existing stakeholder networks and channels, and encourage stakeholders' participation in various STI events. These include: Newspapers, Banners, Brochures, Posters, Leaflets, Fliers, Quarterly Reports, Speeches, Newsletter, Magazine, Bulletin, Books, Official Letters, Performance reports, Press release, Circulars and Adverts.

2.6.2 Electronic media

Electronic media provide broad reach and have so far proven to be effective in increasing awareness of relevant issues amongst specific segments of the population. They provide an easy, accessible and cheap means of communication of information to the end user and soliciting feedback. These include: Radio, Television, Website, Social media, blogs, e-mails, Telephone, and Online Help desk.

2.6.3 Physical Communication

Physical communication is enhanced by face-to-face interaction. COSTECH stakeholders are expected to get real time responses from originator of STI information through physical communication. This channel is facilitated by public awareness events such as public lectures, workshops, seminars, dialogues/fora, exhibitions, physical visits, corporate social responsibility (CSR), meetings, and training.

2.7 Miscellaneous awareness raising tools

Different dissemination materials will be used such t-shirts, wheel covers, shirts, travel mugs and others for increasing awareness to stakeholders about COSTECH programmes. Script for public education through radio and/or TV shows or plays and social media will also be developed. A range of promotional devices such as desk and wall calendars and dairies will also be produced as part of the communication strategy. These will be disseminated widely online, print and face-to-face to support and reinforce STI related messages.

2.8 Guiding Principles on the use of channels of communication

For COSTECH to be successful with the use of communication channels to reach out to its stakeholders, there is a need for carefully coordinated activities for effective and efficient performance. In order to achieve smooth flow of communication, the following guiding principles will be considered for operations:-

    i.   Regular printing and/or provision of progress reports (e.g. quarter and annual reports)

ii. Wide and systematic dissemination through new and existing stakeholder networks and channels.

iii. Regularly and frequently updated and monitored online information platforms which include social media including hits tracking; Human; Finance; Research and Innovation; office Management Systems, website, etc.

iv. Provision of instant access to information convenient for planners, policy and decision makers and the general public.

v. Promotion of the principle of a single source of accurate, clear and short, up-to-date information.

vi. Sharing of Information and key conclusions generated through major COSTECH issues, developments, meetings, events and agreements to inform about COSTECH systems and processes.

vii. Branding of COSTECH and its funding collaborators will be displayed through all presentations in all channels of communication.

viii. Provision of awareness to COSTECH beneficiaries to acknowledge COSTECH support through logo or serial numbers in all COSTECH funded projects.

ix. The information for dissemination will have to be repackaged to suit specific audiences and must be deposited at COSTECH library.

2.9 Responding to Crisis Communication

Crisis communication deals with unexpected or disruptive events that may threat or bring a negative media attention towards COSTECH's wellbeing. These situations can be in the form of any kind including legal dispute, theft, accident, fire, flood or man-made disasters. A good public relation approach is essential for handling these kinds of crisis. It is important to have a plan to deal with them especially when their nature shows that they are likely to run for a long period. When a crisis arises, the first thing is to consult the Director General of COSTECH. In the absence of the Director General, the management may appoint the spokesperson to deal with the situation.

2.10 Feedback Mechanism

Feedback mechanism is intended to capture stakeholders' opinions and views from both science community and the public at large. The identified feedback mechanisms will include:-

- Website which is www.costech.or.tz
- Official email address which is info@costech.or.tz
- Feedback forms to be distributed during STI events
- Visitors book and suggestion box
- COSTECH social media pages
- Direct telephone calls
- Direct official letters
- Face to face interactions
- Audit report
- Published news
- Baseline surveys.

3. COSTECH STAKEHOLDERS

The main stakeholder of COSTECH is Government of United Republic of Tanzania, which includes the Revolutionary Government of Zanzibar, Ministries, Departments and Agencies. In order to fulfil its functions as per establishing Act, COSTECH also interacts with a wider range of stakeholders, which include individuals, public and private research institutions, public and private companies, media, development partners and general public. This section presents the analysis of COSTECH stakeholders based on service offered and their expectations as identified in the Table 1 below.

Table 1: Stakeholders Analysis

Name of Stakeholder	Services offered by COSTECH	Stakeholder expectations
R&D and Higher Learning Institutions and Innovators	Research and innovation funds	Timely disbursement of requested research and innovation funds
	Capacity building	Relevant skills on technology transfer and development
	Organized forums for researchers to present their products and inventions	Recognition of research and innovation products/outputs
	Research and innovation guidelines	Availability and accessibility of guidelines
	Information pertaining to the development of science, technology and innovation	Access to updated and accurate information pertaining to the development of science, technology and innovation
	Technical advice on STI issues	Relevant and up to date advice on STI issues
	Research registration	Timely registration of researches
	Research permits	Timely acquisition of permits

	Registration of imported technologies	Timely registration of imported technologies
	Support for establishment of TTOs	Support for establishment of TTOs
	Registration of technology transfer contracts	Timely registration of technology transfers/ contracts.
	Innovation space facilities	Availability and accessibility of innovation space facilities
	Awarding the best innovators	Provide awards as per schedule
MDAs	Reports of imported technologies	Database of imported technologies
	Technical advise	Proactively and reactively provision STI
	Identified sectorial priorities for research and development	Research and development priorities
	Information pertaining the development of science, technology and innovation	Access to updated and accurate Information pertaining to the development of science, technology and innovation
General public	Information on approved technologies	• Access to approved technologies • Technical advise • Affordable technologies
	Information pertaining the development of science, technology and innovation	Access to updated and accurate information pertaining the development of science, technology and innovation
	Platform and Linkage between researchers, innovators and users of intended technology	Platform and linkage with other institutions
Private sector	Information on approved technologies	• Access to approved technologies • Technical advise

		• Affordable technologies
	Research and innovation Funds	Timely disbursement of requested research and innovation funds
	Research Permits	Acquisition of timely research permit
	Information pertaining the development of science, technology and innovation	Access to updated and accurate information pertaining the development of science, technology and innovation
NGOs	Platform and Linkage between researchers innovators and users of intended technology	Platform and linkage with other institutions
	Information pertaining the development of science, technology and innovation	Access to updated and accurate information pertaining to the development of science, technology and innovation
	Information on approved technologies	• Access to approved technologies • Technical advise • Affordable technologies
	Research and innovation Funds	Timely disbursement of requested research and innovation funds
	Research Permits	Timely acquisition of research permit
Development partners (Sida, HDIF, IDRC)	Information pertaining the development of science, technology and innovation	Access to updated and accurate information and reports pertaining the development of science, technology and innovation
Media	Information pertaining to the development of science, technology and innovation	Access to updated and accurate information pertaining to the development of science, technology and innovation
	Capacity building to journalists,	Relevant skills on how to deliver

	researchers and innovators on how to communicate scientific information	scientific information
COSTECH Staff	Information pertaining the development of science, technology and innovation	Access to updated and accurate information pertaining to COSTECH services
	Capacity building in the field of competence	Training in relevant field of competence
	Working facilities and conducive working environment	• Availability of working facilities and equipment • Sound scheme of services
	Human resource management services (promotion, categorization, database, benefits etc.)	• Timely promotion and categorization • Updated and correct personnel information • Sound incentive scheme • Timely feedback & statutory payments • Timely payment of statutory payments

4. MONITORING, EVALUATION AND LEARNING

At present, COSTECH does not have system to monitor whether people understand its mandate, roles and functions or not. It also does not have a system to measure it, if it is implementing its mandate accordingly. Neither, does it have a system to evaluate what stakeholders feel about its products and services. Success of COSTECH's functions will therefore depend to a large extent on its ability to receive and work on the feedback from stakeholders. This will determine whether the activity has been accomplished as planned and timely. It is also targeted at measuring whether the intended impact has been achieved and the organization has realized value for money for the activities implemented.

When implementing this Communication Strategy, monitoring data shall be collected as part and parcel of all STI activities. The following are activities that shall be undertaken:-

   i. Identifying keys issues to be captured

  ii. Distributing the tool to stakeholders

 iii. Identifying channels of collecting feedback

 iv. Conducting evaluation exercise

  v. Analyzing the information from stakeholders and

 vi. Preparing and submitting the report to Management.
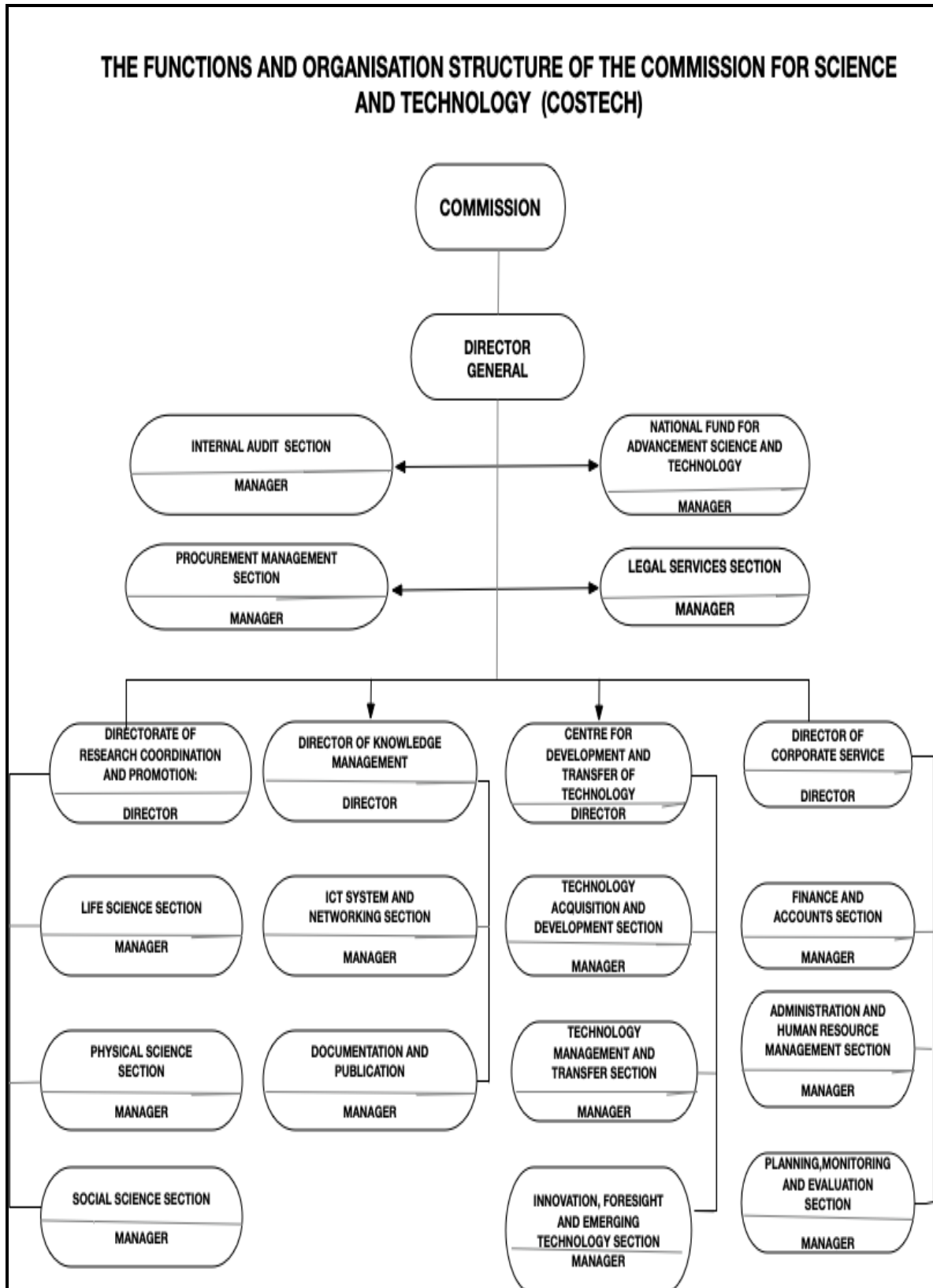
5. FINANCING THE COMMUNICATION STRATEGY

Resource mobilization is critical for making this Strategy Communication operational. Financial, human and physical resources will be mobilized from the Government, private sector and international funding mechanisms. Moreover, Development Partners are expected to complement the COSTECH efforts and initiatives in terms of financial and technical support.

The estimation of the COSTECH Communication Strategy is a maiden exercise and therefore does not build on any previous process. In view of this, the focus therefore is on the cost of activities in one way or another that will assist in the attainment of this strategy.

While developing the Implementation Matrix, we have come up with the estimated costs that will be incurred during the implementation of this strategy throughout the entire period of three years i.e. 2021/22 – 2023/24. The estimated budget for a-three-year period of implementation lies at **Tanzania Shilling 1,600,000,000** i.e. **533,333,000** per year.

6. APPENDICES

Appendix I: COSTECH ORGANOGRAM

THE FUNCTIONS AND ORGANISATION STRUCTURE OF THE COMMISSION FOR SCIENCE AND TECHNOLOGY (COSTECH)

Appendix II: PEST AND SWOC ANALYSYS

PEST Analysis

Political

1. Government type: Different administrations perceiving and use STI differently due to shifting government priorities.
2. Tax policy: No specific policies to favour equipment and facilities that facilitate the use of STI information.
3. Unpredictable regulatory trends (e.g. Dissemination and access to online information and data; open data policies).
4. Unregulated informal sector limited systematic STI approaches and dissemination.

Economic

1. High cost of ICT and communication products and services due to multiplicity of tariffs and taxes.
2. Fear of internal and external markets for some STI products.
3. Economic situation, e.g. growth or inflation.
4. Lack of formal connectivity systems for STI products along the value chains and related economic factors.

Social

1. Status of rural populations, especially women and youth determine access to STI and related communication messages.
2. Lifestyle choices and attitudes toward socio- cultural changes adjust STI communication messages accordingly.
3. Major national and global events - use them to communicate STI.
4. Population growth, education, health, social mobility, etc.

Technological

1. Research and development activities and their access via the Internet
2. Under developed ICT communication infrastructure in rural areas.
3. Impact of emerging technologies – address consumer preferences and trends via appropriate messages.
4. Impact of technology transfer and access to appropriate technologies.
5. Lack of supported technology brokerage systems to facilitate identification, acquisition, adaptation and diffusion of feasible technologies from within and elsewhere.

SWOC ANALYSIS

Strengths

1. Strong and reputable institutional brand linked with public and private stakeholders.
2. Ability to coordinate and convene stakeholders and ecosystems for problem solving.
3. Capacity to solicit and structure donor funds to facilitate on communicating STI information.
4. Presence of basic infrastructure (including website, social media), facilities, human and financial resources with management systems.
5. Established large variety of networks and collaborations, nationally and internationally.
6. Effective utilization of established programmes by COSTECH such as DTBi, TERNET, and other projects to publicize COSTECH.

Weaknesses

1. Poor flow of internal and external feedback mechanisms due to a lack of effective communication strategy.
2. Inadequate resources for communication activities including trained STI communicators.
3. Little understanding of needs from stakeholders for appropriate messages to communicate.

4. Weak linkages between processing/manufacturing industry sector and R&D institutions for transformative technology development, transfer and commercialization.

5. Inadequate incentive for attracting media to communicate STI issues.

Opportunities

1. Political will: Industrialization zeal and use of STI.

2. Body of scientific findings/inventions that has not been communicated/ commercialized.

3. Recent developments in ICTs have made it possible to share scientific knowledge.

4. Proliferation of media houses and outlets for engaging in STI communication.

5. Potential for bridging large gaps between academia and industry through effective communication links.

6. Support from development partners and possibilities for COSTECH to make use of them to sponsor ICT-related projects.

7. Many stakeholders engaged in STI activities.

Challenges

1. Unpredictable annual allocations of STI funding.

2. Limited awareness and understanding in certain STI areas among the public, decision makers and other stakeholders.

3. Lack of regulated mechanism for communicating STI scientific findings.

4. Weak linkages among productive sectors and R&D institutions for transformative technology development and commercialization.

5. Limited powers of influence to R&D/HLIs on coordination of STI.

Stakeholders' Analysis

1. R&D and Higher learning institutions, NGOs, CSO and development partners are among the existing collaborators.

Appendix III: COMMUNICATION STRATEGY MATRIX

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
Objective 1: Availability and flow of information within COSTECH enhanced								
Limited flow of information	a) COSTECH information committee established by June 2022.	COSTECH staff	• Identify key staff to constitute communication committee • Develop mechanism for information flow at COSTECH • Communicate the developed mechanism to COSTECH staff	• Information flow guideline • Availability and accessibility of information • Newspapers articles, TV & Radio programmes,	Memo, meetings, emails, telephone.	DKM, other Directorates and Units	Survey	15,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
				infographics				
	b) Twenty (20) COSTECH staff trained on how to repackage and communicate information annually	COSTECH staff	• Organize training • Prepare and publicize knowledge products	• Repackaged knowledge • Newspapers articles, TV & Radio programmes, infographics products	Face to face interaction Online training	DKM, & DCS	Survey	20,000,000
	c) Two (2) exchange study visits for 5 Communication	Communication personnel	• Identify STI organization to visit • Identify	• Visit reports • Improved	N/A	DKM & DCS	Presentation	100,000,000

28

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
	personnel to local, regional and international STI organizations organized by June 2024.		Communication personnel • Identify issues to covered • Prepare visit logistics	knowledge products • Newspapers articles, TV & Radio programmes, infographics				

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
	d) An almanac of STI communication activities established annually.	COSTECH stakeholders	• Identify COSTECH and other STI events from stakeholders • Compile all collected COSTECH and other STI events from stakeholders • Update and publicize compiled COSTECH and other STI events from stakeholders	Almanac of STI events	Memo, meetings, emails, telephone.	DKM, other Directorates and Units	Survey	5,000,000
Objective 2: Visibility of STI activities among stakeholders enhanced								
Low level of visibility of STI activities	a) All STI guidelines/ manuals/	COSTECH staff, HLIs, R&Ds,	• Acquire the developed and signed	• Acquired and developed documents	Meetings, Exhibitio	DKM, other Directorate	Survey, Social Media	30,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
	frameworks/ charters/ policies/ strategies and MoU/ agreements/ ISO Certification & all relevant STI event publicized annually.	MDAs, Innovators, NGOs, General Public, Private Sectors, Development Partners, Media.	documents • Prepare a publicity plan • Publicize the developed and signed documents	• Publicity Plan • Publicity report • Newspapers articles, TV & Radio programmes, infographics	ns, Website, Newspapers, TV, Radio, etc.	s and Units	pages, Face to face, emails, news, phones calls, suggestion box	
	b) Branding of COSTECH products and services maintained and updated	COSTECH staff, HLIs, R&Ds, MDAs, Innovators, NGOs,	• Identify products and services to be branded • Develop the specifications	• List of identified products and services • Specifications for	Meetings, Exhibitions, Website, Newslett	DKM, other Directorates and Units	Survey, Social Media pages, Face to face, emails,	9,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
	annually.	General Public, Private Sectors, Development Partners, Media.	for products to be branded • Publicize the branded products and services	products to be branded • Publicity report	er, Newspapers, TV, Radio, etc.		phones calls, letters, etc.	
Objective 3: Awareness of STI information for socio-economic development increased								

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
Limited awareness of STI information	a) All training (policy and decision makers; innovators; science communication between researchers and media personnel; researchers to publish in reputable journals; HIV/AIDs and NCDs; R&Ds and HLIs PROs	MDAs, HLIs, R&Ds, Innovators, NGOs, Private Sectors, Development Partners and Media	• Prepare publicity plan • Publicize the events • Prepare the Magazine	• Publicity plan • Event reports • WhatsApp group • Newspapers articles, TV & Radio programmes, infographics	Website, Newsletter, Newspapers, TV, Radio, Social media, blogs etc.	DKM, DRCP, CDTT, DCS and other Units	Survey, Social Media pages, Face to face, emails, phones calls, media track report, letters, etc.	222,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
	and R&Ds and HLIs PROs; publicized annually.							
	b) Five (5) advocacy events for use of research results and innovations to policy and	MDAs, HLIs, R&Ds, NGOs, Innovators, Private Sectors, Development	• Prepare publicity plan • Publicize the events	• Publicity plan • Event reports • Newspapers articles, TV &	Website, Newsletter, Newspapers, TV, Radio, Social	DRCP, other Directorates and Units	Survey, Social Media pages, Face to face, emails, phones	30,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
	decision makers publicized by June 2024.	Partners and Media		Radio programmes, infographics	media, blogs etc.		calls, letters, etc.	
	c) Fourteen (14) R&D advisory committee dialogues/fora publicized annually.	HLIs, R&Ds, MDAs, Development Partners, General Public and Media personnel	• Prepare publicity plan • Publicize the events	• Publicity plan • Event reports • Newspapers articles, TV & Radio programmes, infographics	Website, Emails, Newsletter, Newspapers, TV, Radio, Social media, blogs etc.	DRCP &, CDTT, other Directorates and Units	Survey, Social Media pages, Face to face, emails, phones calls, letters, media track report, etc.	50,000,000
	d) Four (4) STI	HLIs, R&Ds,	• Prepare publicity	• Publicity	Website,	DKM,	Survey,	10,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
	dialogues/fora publicized annually.	MDAs, Development Partners, General Public and Media personnel	plan • Publicize the events	plan • Event reports • Newspapers articles, TV & Radio programmes, infographics	Emails, Newsletter, Newspapers, TV, Radio, Social media, blogs etc.	other Directorates and Units	Social Media pages, Face to face, emails, phones calls, letters, media track report, etc.	
	e) Excellence in STI journalism award publicized annually.	Media personnel	• Prepare publicity plan • Publicize the events	• Publicity plan • Event reports • Newspapers articles, TV &	Website, Newsletter, Newspapers, TV, Radio, Social	DKM, other Directorates and Units	Social Media pages, Face to face, emails, phones calls, media	6,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
				Radio programmes, infographics	media, blogs Telephone, etc.		track report, etc.	
	f) Five (5) hubs, 15 clusters and Technology Transfer Offices (TTOs) with Technology and innovation support services publicized annually.	HLIs, R&Ds, MDAs, Development Partners, Innovators, Cluster members, General Public and Media personnel	• Prepare publicity plan • Publicize the events	• Publicity plan • Event reports • Newspapers articles, TV & Radio programmes, infographics	Website, Emails, Newsletter, Newspapers, TV, Radio, Social media, blogs etc.	CDTT, other Directorates and Units	Survey, Social Media pages, Face to face, emails, phones calls, letters, media track report, etc.	15,000,000
	g) Thirty (30)	HLIs, R&Ds,	• Prepare publicity	• Publicity	Website,	DKM,	Survey,	100,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
	STEMI programs in primary and secondary schools publicized by 2024.	Private Sectors, General Public and Media personnel	plan • Publicize the events	plan • Event reports • Newspapers articles, TV & Radio programmes, infographics	Emails, Newsletter, Newspapers, TV, Radio, Social media, blogs etc.	other Directorates and Units	Social Media pages, Face to face, emails, phones calls, letters, media track report, etc.	
	h) National Annual STI Competition (MAKISATU) publicized annually.	HLIs, R&Ds, and Technical and Vocational Colleges, NGOs,	• Prepare publicity plan • Publicize the events	• Publicity plan • Event reports • Media report (Newspap	Newsletter, Newspapers, TV, Radio, Social media,	CDTT, other Directorates and Units	Survey, Social Media pages, Face to face, emails, phones	30,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
		Primary and Secondary Schools, MDAs, Policy Makers, Development Partners, Politicians, Private Sectors, General Public and Media personnel		ers articles, TV & Radio programmes, Social media)	blogs etc.		calls, letters, media track report, etc.	
	i) All research related activities (e.g.	HLIs, R&Ds, MDAs, Policy	• Prepare publicity plan • Publicize the	• Publicity plan • Event	Website, Emails, Noticebo	DRCP, DCTT, DKM,	Survey, Social Media	40,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
	Research chairs, centres of excellence, open and competitive research) publicized by June 2024.	Makers, NGOs, Development Partners, Politicians, Private Sectors, General Public and Media personnel	events	reports • Media report (Newspapers articles, TV & Radio programmes, Social media)	ard, Newsletter, Newspapers, TV, Radio, Social media, blogs etc.	other Directorates and Units	pages, Face to face, emails, phones calls, letters, media track report, Suggestion box, etc.	
	j) All STI systems (e.g. HR, finance, procurement, STI information management,	COSTECH Staff and external stakeholders	• Prepare publicity plan • Identify system user needs • Identify system specifications	• Publicity plan • Operational STI information systems	Memo, meetings, Website, Emails, Noticebo	DKM, other Directorates and Units	Survey, Social Media pages, Face to face, emails,	20,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
	research open data platforms, MAKISATU, research, innovation, etc.) publicized by June 2024		• Develop system • Conduct awareness campaigns	• Guideline for managing STI systems • Event reports • Media report (Newspapers articles, TV & Radio programmes, Social media)	ard, telephone, Newsletter, Newspapers, TV, Radio, Social media, blogs etc.		phones calls, letters, media track report, Suggestion box, etc.	
	k) COSTECH	COSTECH	• Prepare publicity	• Publicity	Website,	DKM,	Survey,	300,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
	knowledge lab products and services publicized annually.	Staff and external stakeholders	plan • Purchase all required dissemination tools (e.g. cell phones, tape recorder, external hard drive) • Publicize generated products and services offered	plan • Generated products • Media report (Newspapers articles, TV & Radio programmes, Social media)	Emails, Noticeboard, Newsletter, Newspapers, TV, Radio, Social media, blogs etc.	other Directorates and Units	Social Media pages, Face to face, emails, phones calls, letters, media track report, Suggestion box, etc.	

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
	1) National and international STI events (e.g. National STI conferences and exhibitions) publicized annually.	COSTECH Staff and external stakeholders	• Prepare publicity plan • Publicize STI events	• Publicity plan • List of publicized STI events • Media report (Newspapers articles, TV & Radio programmes, Social media)	Website, Emails, Noticeboard, Newsletter, Newspapers, TV, Radio, Social media, blogs etc.	DKM, other Directorates and Units	Survey, Social Media pages, Face to face, emails, phones calls, letters, media track report, Suggestion box, etc.	30,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
	m) All STI publications from Tanzania publicized by June 2024.	COSTECH Staff and external stakeholders	• Prepare publicity plan • Publicize STI publications	• Publicity plan • STI publications	Website, Emails, Noticeboard, Newsletter, Newspapers, TV, Radio, Social media, blogs etc.	DKM, other Directorates and Units	Survey, Social Media pages, Face to face, emails, phones calls, letters, media track report, Suggestion box, etc.	13,000,000
Objective 4: Dissemination of STI information to different stakeholders increased								
Weak dissemination linkages between	a) Three thousand (3,000) prepared research and	COSTECH Staff and external stakeholders	• Prepare dissemination plan • Disseminate STI knowledge	• Dissemination plan • Dissemination report	Website, Emails, Dissemination,	DKM, other Directorates and Units	Survey, Social Media pages, Face	40,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
COSTECH and its stakeholders	innovation knowledge products (books, booklets, brochures, banners, fliers, newsletters, bulletin) disseminated by June 2024.		products		Newsletter, Newspapers, TV, Radio, Social media, blogs etc.		to face, emails, phones calls, letters, media track report, Suggestion box, etc.	
	b) Five (5) STI documentaries facilitated and aired annually.	COSTECH Staff and external stakeholders	• Prepare dissemination plan • Air STI documentaries	• Dissemination plan • Media report	Website, Emails, Dissemination, TV, Radio,	DKM, other Directorates and Units	Survey, Social Media pages, Face to face, emails,	150,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
					Social media, blogs, etc.		phones calls, letters, media track report, Suggestion box, etc.	
	c) Four (4) newsletters prepared and disseminated annually.	COSTECH Staff and external stakeholders	• Produce one (1) newsletter per quarter • Prepare dissemination plan • Publicise the prepared newsletter	• Dissemination plan • Quarterly newsletter	Website, Emails, Social media, blogs, etc.	DKM, other Directorates and Units	Survey, Social Media pages, Face to face, emails, phones calls, letters, suggestion box, etc.	15,000,000

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
	d) A hundred (100) TV, two hundred (200) Radio STI news/programmes; and two hundred (200) newspaper news/feature articles facilitated, aired and published annually	COSTECH Staff and external stakeholders	• Prepare dissemination plan • Identify key media houses • Identify key media personnel • Conduct visitations to key media houses • Produce periodical TV, radio programmes as well as newspaper articles. • Produce periodical podcasts.	• Dissemination plan • List of identified key media houses • List of key media personnel • Media report • Produced periodical media products	Website, Emails, TV, Social media, blogs, etc.	DKM, other Directorates and Units	Survey, Social Media pages, Face to face, emails, phones calls, letters, suggestion box, etc.	300,000,000
Objective 5: Feedback mechanisms from different STI stakeholders improved								

Communication issues/gaps	Targets	Target audience	Strategies/Activities	Outputs	Channel	Responsible actors	Feedback	Estimated budget (for 3 years)
Lack of clear feedback capturing mechanisms from stakeholders	a) Monitoring and evaluation tool for Communication Strategy developed and operationalized annually.	COSTECH Staff and external stakeholders	• Identify keys issues to be captured • Distribute the tool to stakeholders • Identify channels of collecting feedback • Conduct evaluation exercise. • Analyse the information from stakeholders • Prepare and submit the report to Management.	• Identified keys issues to be • Monitoring and evaluation report	Website, Emails, Social media, blogs, etc.	DKM, other Directorates and Units	Survey, Social Media pages, Face to face, emails, phones calls, letters, suggestion box, etc.	50,000,000
Grand Total								**1,600,000,000**

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