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TECHNICAL UNIVERSITY OF MOMBASA

A Centre of Excellence

STAKEHOLDER MANAGEMENT POLICY



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TECHNICAL UNIVERSITY OF MOMBASA

STAKEHOLDER MANAGEMENT POLICY

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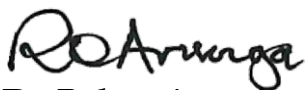
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PREFACE

The Mwongozo Code of Governance for State Corporations states that the effective management of Stakeholder interests creates goodwill, promotes a positive image of the organisation and enhances the achievement of corporate goals. It provides that each State Corporation should identify who their Stakeholders are, their rights and how to resolve disputes when they arise.

The need for a Stakeholder Management Policy is not only statutory but a matter of best practice and a pillar of good corporate governance. As Technical University of Mombasa, we acknowledge and appreciate the critical role played by our Stakeholders in achieving our Vision and Mission. Effective Stakeholder engagement also enhances confidence in the University as a brand capable of delivering quality service to its clients.

The Council remains committed to realising the University's strategic goal of enhancing Stakeholder relationships in efforts to adhere to good corporate governance and in compliance with both international and national standards. On behalf of the Council, I wish to thank all those who participated in the formulation of this Policy.



Dr. Robert Arunga


Chairman of Council

FOREWORD

The University Management and Staff engage with Stakeholders on a day to day basis. These Stakeholders are both internal and external. Stakeholder Engagement is one of the parameters of good governance and institutions are required to put in place a Policy on the management of Stakeholder relationships. Stakeholder relations according to the Mwongozo Code of Governance should be managed in a proactive manner to ensure the realization of the legitimate interests and expectations of Stakeholders and the achievement of corporate objectives.

A Stakeholder Management Policy is therefore key in outlining the mode of Stakeholder mapping that will be continuously carried out in the University, the identified engagement process for Stakeholders, and communication with Stakeholders among others. It is my belief that the Policy will aid in the achievement of our performance contracting and strategic targets to facilitate efficiency and accountability by the University.

The Policy has been designed as an initiative of the Academic, Research and Extension Division.



Prof. Laila U. Abubakar
Vice Chancellor

ACKNOWLEDGEMENT

The publication of the Stakeholder Management Policy was made possible by the collective efforts of Staff to whom we are indebted. It is my pleasure, therefore, to acknowledge the following persons for investing their time and skills in the development of this Policy:

- | | | |
|------------------------|---|-------------|
| 1. Dr. Michael Saulo | - | Chairperson |
| 2. Dr. Jane Kyalo | - | Member |
| 3. Mr. David Mwakidimi | - | Member |
| 4. Mr. Justin Ombui | - | Member |
| 5. Mr. Charles Majani | - | Member |
| 6. Ms. Serah Okumu | - | Member |
| 7. Ms. Jaytee Kivihya | - | Secretary |



Prof. Peter Gichangi, Ph.D.
Deputy Vice-Chancellor (ARE)

DEFINITIONS

“**Council**” refers to the Board of Technical University of Mombasa.

“**Staff**” refers to an employee of Technical University of Mombasa.

“**Stakeholder**” refers to any individual, group or organisation who has a vested interest in the outcome of the University’s activities.

“**Stakeholder Engagement**” refers to activities that the University undertakes to involve Stakeholders in the achievement of the University’s strategic objectives.

“**Stakeholder mapping**” refers to the visual process of laying out all Stakeholders, and their products, projects, or ideas on one map so as to determine all the people who can influence a project and how they are connected.

“**University**” refers to Technical University of Mombasa.

ABBREVIATIONS AND ACRONYMS

| | |
|-----------------|--|
| DVC (ARE) | Deputy Vice Chancellor (Academic Research and Extension) |
| HOD | Head of Department |
| REGISTRAR (PRI) | Registrar (Partnership Research and Innovation) |
| TUM | Technical University of Mombasa |
| VC | Vice Chancellor |

EXECUTIVE SUMMARY

This Policy provides the general guiding principles on how the University will engage and manage its Stakeholders. The Policy identifies the need for Stakeholder mapping, provides for periodic review of management of Stakeholder relationships, and spells out how the University will effectively communicate with its Stakeholders. It stresses the importance of ensuring that Stakeholders' interests, expectations and their power to influence the operations and direction of the University is documented. It further provides for the key responsibilities and roles that will be assigned to various Officers and Committees to enable effective implementation of the Policy.

1.0 INTRODUCTION

Technical University of Mombasa (TUM) was established by the Universities Act No. 42 of 2012 and Technical University of Mombasa Charter, 2013 to offer technological, professional and scientific education, research and training, while ensuring quality, accessibility, and equity in the discharge of its mandate.

The purpose of this Policy is to outline the principles and practices that the University will embrace in its endeavour to ensure that management of Stakeholders' interests creates goodwill, promotes a positive image of TUM and enhances the achievement of the University's strategic goals. In implementing the Policy, the University will ensure that it adheres to both national and international standards in putting in place measures that not only provide for Stakeholders management and engagement but also continuous review and adoption of best practice and standards that will aid in the achievement of the Mission and Vision of the Institution.

1.1 Citation

This Policy shall be cited as the **Technical University of Mombasa Stakeholder Management Policy**.

1.2 Vision

A Technical University of Global Excellence in Advancing Knowledge, Science and Technology.

1.3 Mission

To advance knowledge and its practical application through teaching, research and innovation to serve both industry and the community.

1.4 Core Values

The Council, Senate, Management, Staff and Students of TUM will endeavour to institutionalize and inculcate values fostering a strong corporate culture while promoting quality service delivery, cohesion in our diverse community and achieving the targeted goals. These will be realized by espousing the following values:

- a) *Excellence;*
- b) *Integrity and Professionalism;*
- c) *Equity;*

- d) *Teamwork;*
- e) *Creativity, Innovativeness and Environmental Sustainability.*

1.5 Motto

Jiddu Tajidu (Endeavour and Achieve)

1.6 Policy Statement

Technical University of Mombasa is committed to ensuring that Stakeholder management is transparent, systematic and effective.

1.7 Legislative and Administrative Instruments

The following, but not limited to, legal instruments and Institutional Policies shall apply:

- a) The Constitution of Kenya, 2010;
- b) The Leadership and Integrity Act, 2012;
- c) The State Corporations Act, 2012;
- d) The Universities Act, 2012;
- e) The Mwongozo Code of Governance, 2015;
- f) Technical University of Mombasa Policies; and
- g) Applicable Government Circulars and Executive Orders.

1.8 Scope/Applicability

This Policy shall apply to the Council, Management, Staff, Students, suppliers and all stakeholders interacting with the University as well as the general public.

1.9 Guiding Principles

This Policy is guided by the following principles:

- a) Transparency and accountability in Stakeholders engagement and management;
- b) Equity and Social Justice to enhance objectivity in Stakeholder engagements;
- c) Efficient and effective Service Delivery to University Stakeholders;
- d) Creativity and Innovativeness in addressing Stakeholder needs; and
- e) Professionalism in efforts to enhance and improve Stakeholder relationships.

2.0 POLICY GOAL

The goal of this Policy is to provide guidance in the effective and efficient engagement and management of the University Stakeholders.

2.1 Policy Objectives

- a) To provide for and ensure continuous Stakeholder mapping;
- b) To promote effective communication with University Stakeholders;
- c) To ensure that Stakeholder interests, expectations and their power to influence the operations and direction of the University are documented;
- d) To build the trust of Stakeholders in the University;
- e) To enhance Stakeholder participation in University activities; and
- f) To promote the rights of Stakeholders and the mode of redress in cases of conflict and disputes.

3.0 GENERAL POLICY ON STAKEHOLDER MAPPING AND MANAGEMENT

The University remains committed to continuous identification, analysis, prioritisation and engagement of its Stakeholders in an effort to enhance the realisation of their legitimate interests and expectations in the achievement of its strategic objectives.

The University will fulfil its commitment through the following processes:

3.1 Stakeholder Identification

The University shall identify and document the Stakeholders that have an interest in the outcome of the identified University's strategic objectives in efforts to ensure their effective engagement that is accountable and transparent.

The categories of the identified Stakeholders are (but not limited to):

- a) Students and prospective Students;
- b) University Alumni;
- c) Academic and Administrative Staff;
- d) County and National Government;
- e) Local Community surrounding all University Campuses;
- f) Press and Media;
- g) Security Agencies;
- h) Suppliers;
- i) Collaborators (Researchers)
- j) Sponsors/Parents/Guardians
- k) Investors
- l) Contractors;
- m) Unions; and
- n) Regulatory and Statutory Bodies.

3.2 Stakeholder Analysis and Prioritisation

Stakeholder analysis shall be carried out once every two (2) years to determine who among the Stakeholders has the most positive or negative influence on University activities and who among them is most likely affected by the activities or decisions of the University.

This activity will be undertaken by the Office of the Registrar (Partnerships, Research and Innovation) in conjunction with the University Liaison Officer. The Stakeholder Analysis report shall be presented to the University Senate and Management Boards for endorsement before presenting the same before the University Council for adoption.

The report shall be published through the University Website www.tum.ac.ke.

3.3. Communication with Stakeholders

Effective Communication with University Stakeholders shall be of paramount importance. The Corporate Communications Office (CCO) shall ensure that communication to Stakeholders is done effectively in order to guarantee the flow of clear and relevant information. This will entail bilateral communication where University Stakeholder's feedback will be openly sought and objectively considered and that all important milestones relevant to the identified Stakeholders shall be effectively communicated.

Communication to the University Stakeholders shall be through: Notice Boards, University website, E-forums, Students emails, internal and external memos, University Policies and Procedures and Service Charter and where need arises, face to face meetings.

3.4 Stakeholder Engagement

The Office of the Registrar (Partnerships, Research and Innovation) shall determine the appropriate engagement activities with Stakeholders that will be required to fulfil the University's strategic objectives.

The report will entail details of the specific objectives, outcome, timeframe, resources and levels of concern of interest in the activity by the Stakeholders. The report shall

be a regular Council agenda through the Sealing and Statutes Committee of the Council.

The Stakeholders' engagement report shall identify opportunities identified from the feedback received and determined actions, goals, and plan the next steps for follow-up and future engagement. The report shall be published on the University Website www.tum.ac.ke

4.0 STAKEHOLDER RIGHTS

The following are the rights identified and accorded to Stakeholders:

- a) Access to information;
- b) Access to the University's audited financial statements;
- c) Access to fair administrative practices; and
- d) Participation in the making of policies and procedures.

5.0 DISPUTE RESOLUTION

The University commits to ensuring that disputes with and among Stakeholders are resolved effectively, efficiently and expeditiously.

The University expressly states that all Stakeholder disputes shall be settled through Alternative Dispute Resolution mechanisms in the first instance.

The University Stakeholders shall also be advised to utilise the quasi-judicial mechanisms put in place by the University such as the Public Complaints Committee, reporting to Heads of Department/Section/Division and the respective Disciplinary Committees for Students and Staff.

6.0 ROLES AND RESPONSIBILITIES

6.1 The Deputy Vice Chancellor (Academics Research and Extension)

The DVC (ARE) shall:

- a) Facilitate the development, overall implementation, and review of this Policy;
- b) Provide the necessary approvals on the Stakeholder mapping and management at the University; and
- c) Ensure that the University maintains Stakeholder participation in its activities.

6.2 The Registrar (Partnerships, Research and Innovation)

The Registrar (PRI) shall:

- a) Undertake the Stakeholder mapping exercise once every two(2) years;
- b) Present the requisite reports to the appropriate University bodies;
- c) Undertake sensitization of the Policy; and
- d) Ensure that effective Stakeholder Management is prioritised at the Departmental levels.

6.3 The Senior Corporate Communications Officer

The Senior Corporate Communications Officer shall:

- i) Ensure that the proper channels of communication are utilised for all the University Stakeholders;
- ii) Review and adopt new channels of communications and inform the University fraternity of the same through the VC; and
- iii) Organise in consultation with the Registrar (PRI) Stakeholder engagement forums to receive feedback in order to enhance service delivery.

7.0 POLICY IMPLEMENTATION

The DVC (ARE), Registrar PRI and the Senior Corporate Communications Officer shall be responsible for the implementation of this Policy. The University Management and the Council shall be key in its monitoring and evaluation.

8.0 POLICY REVIEW

This Policy shall be reviewed after every three (3) years or when the need arises.

THIS POLICY IS EFFECTIVE FROM THIS 14TH DAY OF APRIL 2021

SIGNED..........

COUNCIL CHAIRPERSON



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