



UNIVERSITY OF KABIANGA
ISO 9001:2015 CERTIFIED

STAKEHOLDERS ENGAGEMENT POLICY

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ABBREVIATIONS

DVC (A &F):	Deputy Vice-Chancellor (Administration & Finance)
QMS	Quality Management System
SCs	State Corporations
TOR:	Terms of Reference
UoK	University of Kabianga

DEFINITION OF TERMS

Stakeholder is a party or organisation that has an interest in the University and can either affect or be affected by the business of the University of Kabianga.

Stakeholder Engagement Stakeholder engagement is a process by which the University communicate and get to know its stakeholders. It is a relation in which stakeholders to have an opportunity to share concerns and knowledge with the University

Stakeholder analysis is a process of systematically gathering and analysing information to determine whose interest should be taken into account when focusing on certain policy or program.

EXECUTIVE SUMMARY

Stakeholder engagement Policy is designed to guide the University on stakeholder management. This policy has been developed with the aim of ensuring appropriate decisions are made regarding stakeholders for purposely. Stakeholder's relationships 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. This Policy therefore seeks to provide guidelines that will govern the administration of Stakeholders to enable the University to operate efficiently and effectively.

Date: _____
PROF. WILSON KIPNGENO (PhD, MBS)
VICE - CHANCELLOR

1.0 PREAMBLE

University of Kabianga is located in Kericho County in the famous scenic tea-growing highlands in the Southern end of the Mau Forest Region of Kenya. It occupies the grounds formerly held by Kabianga Farmers Agricultural Training Centre. In 2007, the Centre was converted to a Campus of Moi University and later elevated to a Constituent College in 2009. The College was then elevated to a fully-fledged University and awarded a Charter in 2013 with the initial five (5) Schools. Currently, the University has three (3) Campuses, newly reconstituted five (5) Schools comprising of 15 Departments and five (5) Directorates that support the achievement of the core mandate of the University. This policy presents information on engagement with University Stakeholders

1.1 Vision, Mission, Core Values

The Vision of the University

To be a leading University in scientific innovation for the betterment of humanity

The Mission of the University

To create, preserve and transfer knowledge and technology through quality and entrepreneurial education, research, extension, and partnership with government, industry and non-state actors whilst ensuring a sustainable environment.

The Core Values of the University

The core values of the University coined as "METIP" reflects the University Culture and is meant to inspire efficient and effective service delivery across the University. These core values take cognisance of the National values and principles of governance as espoused in Articles 10 and 232 of the Constitution. They are:

- 1) M- Meritocracy
- 2) E- Excellence
- 3) T- Teamwork
- 4) I- Innovation
- 5) P- Professionalism

1.2 Philosophy

The philosophy of the University of Kabianga is to foster intellectual development, excellence, creativity and innovation, academic freedom, equity, integrity, peace and sustainability through relentless search for truth.

1.3 Quality Policy Statement

University of Kabianga is committed to providing high quality training, research and extension services that meet customer requirements and endeavour to exceed their expectations. In pursuit of this commitment, the University shall comply with all applicable requirements and continually improve on its effectiveness by implementing a Quality Management System (QMS) based on ISO 9001:2015 standard. The University top management shall, on annual basis, review this policy and establish quality objectives for continuing suitability.

1.4 Objectives of the University

- i. To build capacity to support and contribute to the realization of national and economic development;
- ii. To collaborate and create linkages for advancement of knowledge through teaching, scholarly research and scientific investigations;
- iii. To effectively utilize Information and Communication Technologies to promote life-long learning;
- iv. To promote research and consultancies responsive to community and Industry needs; and
- v. To develop Infrastructure that supports innovative ideas for national growth and development for betterment of humanity.

To strategize in order to address the “Big Four Agenda” and MTP III

1.5 The University organizational structure

University of Kabianga is a corporate institution established by University Charter 2013 and it has various bodies for its effective management. These include:-

- a) Chancellor
- b) Council
- c) The University Management Board

- d) The Senate
- e) Schools and Departmental Boards

The Chancellor

Chancellor is the titular head of the University of Kabianga.

The Council

The Council is the governing body of the University through which it can act, administer property and funds, and receive monies, plant and equipment materials, gifts and grants for its use. The Council is also responsible for the welfare of staff and students and can enter into association with other universities and institutions within Kenya or otherwise as it may deem necessary and appropriate. The other function of the Council is to appoint staff and conduct disciplinary action against staff and students in consultation with relevant University organs.

The University Management Board

The management Board is responsible for implementing Council and Senate decisions. It is also responsible in providing directives and guidelines to the University subsystems for the enhancement of the efficient running of the University.

The Senate

The Senate is the body responsible for academic matters in the University and the final authority on all such matters.

Schools, Institutes, Directorates, Centres and Departments

The Schools, Institutes, Directorates, Centres and Departmental Boards play a major role in academic and administrative functions of the University. The functions of these Boards are clearly stipulated in the UoK Charter and Statutes and they assist the Deans and Heads of Departments in the Management of their respective Schools and Departments respectively

1.6 Functions of the University

- a) To provide University education aimed at producing mature, competent and conscientious graduates with appropriate skills, ability and desire to contribute to the well-being and development of the people of Kenya, East African region and the global community, in accordance with the national philosophy of mutual social responsibility and international conventions.
- b) To provide education for national service, community outreach and development which reflect the national cultural heritage.
- c) To develop and transmit knowledge and skills through research and training at undergraduate and postgraduate.
- d) To preserve, produce, process, transmit and disseminate knowledge and stimulate the intellectual life and cultural development of Kenya.
- e) To conduct examinations for, and to grant degrees, diplomas and other awards of the University
- f) To determine who may teach, what may be taught and how it may be taught in the University.
- g) To play an effective role in the development and expansion of opportunities of Kenyans wishing to continue with their education.
- h) To address emerging issues of national, regional and global importance.

2.0 THE POLICY

2.1 Introduction

The stakeholder engagement policy provides direction on how to engage stakeholders that are impacted upon by policies and programmes undertaken by the University. Stakeholder relationships should be managed in a proactive manner so as to achieve the realization of the legitimate interests and expectations of stakeholders.

2.2 Policy statement

The University is committed to ensure that stakeholder relationships are managed in a proactive manner to ensure the realization of the legitimate interests and expectations of stakeholders as well as the achievement of University objectives.

2.3 Purpose

Stakeholder Engagement Policy will be useful in obtaining useful and accurate information on stakeholders which can be used to develop action plans and established relation with the stakeholders for the benefit of the University and to increase support for the University activities.

2.4 Scope

This Policy applies to all employees of University of Kabianga and all the stakeholders identified by the university by providing guidelines for establishing and maintaining good relationships with the stakeholders.

2.5 Objectives

The objectives of this policy are;

- 1) To identify the stakeholders and increase their participation with the University activities for growth.
- 2) To enable the University Manage and shape its corporate reputation

- 3) To Reduce Risks by building confidence, trust and gaining respect from its respect of stakeholders.

3.0 PRINCIPLES, VALUES AND PHILOSOPHIES

The effective management of stakeholder interests creates goodwill, promotes a positive image of the University and enhances the achievement of corporate goals. Stakeholder engagement processes shall be guided by principles which provide a basis for acceptable standards and good practice of stakeholder engagement. The principles are:

a) Inclusivity

The University will actively seek out a broad category of stakeholders potentially affected by, or interested in the University's processes and activities, by providing them with the opportunities and information they need to participate in a meaningful way.

b) Transparency

The University will clearly identify and explain the role of stakeholders in the engagement process, objectives and subsequent decision making procedure.

c) Emphasis on mutual learning and relationship development

The University will create opportunities for stakeholder engagement that emphasizes mutual learning outcomes and the development of relationships. Engagement approaches will welcome sharing of diverse knowledge and values without prejudice or judgment.

4.0 LEGAL AND POLICY FRAMEWORK

The policy is anchored on the premise of Mwongozo requirement that all public institutions should have a stakeholder policy.

5.0 STAKEHOLDER MANAGEMENT

5.1 Introduction

Stakeholder Management is the process of maintaining good relationships with people who have impact on the University work/operations.

Stakeholder Management is a systematic process of

- i) Identification
- ii) Planning
- iii) Implementation

5.2 Stakeholder identification and analysis

Stakeholder identification is an important process in stakeholder engagement as it provides the basis which the University will conduct its affairs in relation to stakeholder focus and analysis therefore provides information on whose interest should be taken into account when developing and implementing a policy.

Stakeholder Identifications and analysis allows the University to interact more effectively with key stakeholders and to increase support for the University activities.

The University can also detect and act to prevent potential damage to the University. It can also be useful for identifying stakeholders who may fund the university projects and activities.

Criteria for identification of stakeholder

The university will adopt the following criteria for identification of its stakeholders depending on the impact and influence.

- I. Primary
- II. Secondary
- III. Tertiary

The University has identified its key stakeholders and analysed them as indicated in the table 1;

Table 1: STAKEHOLDER IDENTIFICATION AND ANALYSIS

Name of Stakeholder	Stakeholder expectation	University expectation
Primary		
Government of Kenya	Compliance Innovation driven Stewardship of resources Contribution towards MTP III, National Development Agenda among others	Timely and adequate financial support Provision of clear policy directions To address issues raised from time to time
Ministry of Education	Compliance Quality service Implementation of their programmes	Provision of clear policy directions
University Council	Compliance with all applicable laws regulations and standards, Quality service Prudent management of Resources Transformational leadership Implementation of polices	Provide strategic direction of the University, Reviews and approve the organizational structure, Provide clear policy directions, Provide resources to support decisions
CUE	Compliance Quality service Implementation of their programmes	Timely approval of academic programmes
KUCCPS	Compliance	Timely placement of students
Regulatory bodies (e.g. Nursing Council of Kenya, Clinical Officers Council, and Public Health Officers and Technician Council)	Compliance Quality service	Cooperation, timely response to correspondences
HELB	Cooperation and compliance	Funding support for students Cooperation and Quality service

NACOSTI	Conduct Quality research Cooperation and compliance	Research support
University Management	Team work and Cooperation Efficient utilization of resources	Leadership and Inspiration Timely decision making
University Senate	Timely and adequate financial support	Academic Leadership
University Staff	Development and Support, Conducive working Environment and Staff Welfare support	Contribute optimally to the Vision and Mission of the University Commitment to the University Professionalism and team work
Students	Quality services	Commitment to study Comply with the rules and regulations
Alumni	Involvement in University activities	Career networking and identifying prospective donors Market the University and Giving back
Secondary		
County Governments	Contribute to the development of the county through relevant research and collaborations	Support the university in provision of learning space and financial support
Collaborators	Cooperation, Beneficial MoUs	Cooperation, Beneficial MoUs
Other Universities	Healthy competition and partnerships Continuous engagement	Healthy competition and partnerships

Middle Level Colleges and Secondary Schools	Competitive and relevant programmes	Qualified students
Private Sector	Quality graduates, partnership	Partnerships, valuable feedbacks and funding support
Parents/ Guardians	Timely completion of studies Security of their students Quality training Return on investment	Meeting Financial obligations Meeting parental obligations
The Public	Corporate Social Responsibility	Partnership Feedback
Suppliers /Contractors	Prompt payment for services rendered Compliance with all applicable laws and regulations	Compliance, Quality goods and services
Employers	Quality graduates, partnerships	Employment of graduates and valuable feedbacks
Tertiary		
The Community	CSR and peaceful coexistence Partnership	Peaceful coexistence Spiritual services Partnership
Interest groups (Civil Societies, Church organizations)	Adherence to the law Research & Extension services	Valuable feedback Partnership

Engagement with these stakeholders shall be in line with the University, National laws and contracts of engagement if any.

5.3 Stakeholder Planning

The university shall be prepared to engage the stakeholders by planning for the following;

- i. Ensure that a policy on the management of stakeholder relationship is developed and implemented.
- ii. Carry out stakeholder mapping and ensure that the same is done after every three years.

- iii. Ensure that, the reputation of the organization and its linkage is a matter of concern at all levels of employees.
- iv. Ensure that stakeholder's interests, expectations and their power to influence the operations and direction of the university are documented.
- v. Promote effective communication with stakeholders.
- vi. The University shall ensure periodic review of the policy for the management of the stakeholder relationship.

5.4 Stakeholder Implementation

The university shall facilitate implementation of the stakeholder engagement policy through the following approaches:

- i. Access to information: sharing of information with the stakeholders such as Council three year reports, financial statements, brochures, newsletters, press releases, email messaging, etc.
- ii. Response to stakeholders perspectives: Through face- to-face and virtual meetings, online surveys and stakeholder interviews, email feedback forms, stakeholders help desk, media articles, voluntary reporting, project/programme evaluations, oral and written submissions.
- iii. Stakeholder participation: in university exhibitions, Workshops, and as implementing partners.
- iv. Collaboration and coordination through linkages and extension workshops.

6.0 STAKEHOLDER ENGAGEMENT

6.1 Introduction

The University shall endeavour to engage the stakeholders in order to meet the standards and expectations and enhance its competitive advantage as a world class University.

The stakeholder engagement is paramount for the University as the engagement ensure that the expectation of the stakeholders are realized and in doing so the University will streamline its structures, ensure focus and standards in its processes so as to meet the expectations of its customers and stakeholders.

6.2 Modes of Stakeholder Engagement

The University shall engage the identified stakeholders through various methods with regard to the specific stakeholder and this includes but not limited to the following methods; Notice Boards, E-forums, University Circulars, Policies and Procedures, official emails, internal memos, University websites and other official social media pages.

7.0 DISPUTE RESOLUTION

7.1 Introduction

Dispute resolution is very important in stakeholder management and therefore the university should ensure that disputes with and among stakeholders are resolved effectively, efficiently and expeditiously.

The university shall also take reasonable steps to encourage stakeholders to solve their disputes through Alternative Dispute Resolution mechanisms.

7.2 Complaints Process and Procedure

The University shall ensure that all grievances or complaints regarding the University's activities are addressed in a consistent manner with a guarantee of protection from harassment, prosecution or any other form of reprisal or retaliation.

The following grievance handling process is to be used in the event that a stakeholder is not satisfied with the University response (the stakeholder must be notified of this process);

- i. The stakeholder should seek first to resolve their complaint directly with the specific University staff member, or his/her direct manager, whose action or decision they challenge.
- ii. Stakeholders who are unable to resolve their issue directly should refer their complaint, in writing, to the Vice Chancellor within 30days. The stakeholder should describe the basis for the complaint; identify potential parties involved in the complaint; summarize the efforts made and the results to date.
- iii. The Vice – Chancellor will consider the complaint and give a response as per the University of Kabianga Service Charter decide whether the issue will be addressed by him/her.

- iv. If the complainant is dissatisfied with the VCs decision, the Vice-Chancellor shall appoint a Dispute Resolution Committee to consider the dispute.
- v. The Dispute Resolution Committee will be chaired by the Deputy Vice-Chancellor (A&F). Other representatives of the university will be the Legal Officer and the Corporate Affairs Manager who will be the secretary to the committee. Other members will be drawn from among the identified stakeholders.
- vi. All complaints shall be recorded in the Stakeholder Register. Corrective actions shall be added to the Stakeholder Register and tracked by Corporate Affairs Manager to completion.
- vii. The complaint/dispute should be resolved within a period of 60 days on registration of the complaint.
- viii. The aforementioned dispute resolution process does not oust the jurisdiction of the mechanisms encompassed in the various instruments of engagement executed by the stakeholders; rather it's a mediatory approach to facilitate cementing of good relationship with our stakeholders.

8.0 STAKEHOLDER RIGHTS

The University shall identify the rights of key stakeholders and ensure that their rights are respected.

The University shall also take account of the legitimate interests and expectations of its stakeholders in its decision-making.

9.0 RELATIONSHIP WITH GOVERNMENTS

The government is a major stakeholder of the University and therefore it should take proactive steps to manage its relationship with the government. The University shall disclose its activities by disclosing in its annual reports the nature of the University's activities.

The University shall also ensure that policies, practices and its strategic plan is aligned with Government directives, National Policies and National Development Goals, including the Kenya Vision 2030.

10.0 ADMINISTRATION OF THE POLICY

UoK will be required to establish Stakeholder Engagement Committee appointed by the Vice-Chancellor whose membership shall include the following:

- | | | |
|--------|----------------------------------|------------------|
| (i) | Deputy Vice - Chancellor (A & F) | Chairman |
| (ii) | Representative of senate | |
| (iii) | Registrar Administration | |
| (iv) | Registrar Academics | |
| (v) | Registrar (PRD) | |
| (vi) | Finance Officer | |
| (vii) | Procurement Officer | |
| (viii) | Corporate Affairs Manager | Secretary |

10.1 Committees Terms of Reference

- i. Coordinate the development of the Stakeholders Engagement Policy, implementation of objectives, monitoring and evaluation of activities in line with the existing national and institutional policies and strategies.
- ii. Development of budget proposal on Stakeholders Engagement activities for the management approval.
- iii. Sensitization and awareness campaigns on Stakeholders engagement among the employees while promoting collaboration, partnerships and networking to enhance advocacy and implementation of stakeholders engagement activities
- iv. Coordination, design and production of Information, Education and Communication materials on Stakeholders Engagement and drawing action plans
- v. Consult with professionals who are technically qualified to advise the committee on Stakeholders Engagement.

10.2 The Role of the Corporate Affairs Manager

The Stakeholder Engagement Policy shall be managed by the Corporate Affairs Manager. Functions of the Corporate Affairs Manager:-

- i. To clearly define the process of identification of stakeholders.

- ii. Guide regular, focused and effective communication with key stakeholders.
- iii. Mechanisms for stakeholders to raise complaints or grievances with the University.
- iv. Develop Stakeholder Register to record relevant stakeholder information including contact details.
- v. Respond to stakeholder questions and enquiries in a timely manner.
- vi. Develop an understanding of stakeholders and their concerns through stakeholder analysis.

11.0 MONITORING AND EVALUATION

The University shall develop and maintain strategies and mechanisms for monitoring and evaluation of this Policy, undertake regular check on implementation of the Policy, carry out annual evaluation on the implementation of the Policy, use the information for planning and management and Propose potential areas for review.

12.0 EFFECTIVE DATE OF IMPLEMENTATION

This Policy takes effect from the date it is approved.

13.0 AMENDMENT

The Policy will be reviewed after every three (3) years or as need arises.