University of Eldoret
flame of knowledge and innovation

Stakeholders' Engagement Policy

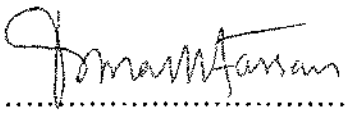|	
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Short description	Stakeholders' Engagement Policy
Relevant to	Internal and External Stakeholders
Approved by	Council
Responsible Officer	Vice-Chancellor
Responsible Office	Corporate Affairs and Marketing Manager
Date Introduced	June, 2021
Related University documents	University Charter & Statutes 2013, Research & Innovation Policy 2021, Consultancy Policy 2021, Intellectual Property Rights Policy, Outreach and Extension Policy, Quality Assurance Policy, Communication Policy, UESO Constitution, ISO 9001:2015 Quality Manual (2018).
Related legislation	The Constitution, Universities Act, 2012, Public Officer Ethics Act (2003, 2009), University Act No. 42 of 2012 Revised Edition 2016 (2015), The Public Officer Ethics Act, 2003; The Public Universities Code of Conduct; 2016 Information and Communications Act ,2016, University Education Standards and Guidelines (2014), Mwongozo Code of Governance for State Corporations.
Key words	Stakeholders; Engagement,

July, 2021

APPROVAL

The University of Eldoret having been awarded its Charter on 11th Febuary, 2013 set on a growth path guided by its vision of "being a premier University that natures global leaders and innovators". As part of laying its foundation, the University developed its Statutes in November, 2013 followed by its first Strategic Plan (2014-2019) which was rolled out in June 2014. The University is now implementing its robust second Strategic Plan 2019-2024.

The University has developed various policies which guide decisions of the different organs of the University in order to achieve rational outcomes geared towards the growth of the University. This Stakeholders' Engagement Policy (SEP) is just one of the many policies that the University is developing to keep pace with the diversity of needs of her stakeholders in an effort to meet their aspirations. Mode and quality of engagement plays a significant role in the overall outcome of collaborative activities thus the need for this policy.

My special thanks go to all those who put in their time, effort and skills to develop this policy. As a University, we are fully committed to implement this policy as we work closely with our stakeholders to meet the aspirations of every individual or group.

By virtue of the authority vested in me as the Chairman of the University of Eldoret Council and in reference to the approval granted by the Council, I hereby sign this Stakeholders' Engagement Policy this 29th day of July, 2021.

Sign .... Date 30|9|2024

Dr. Ismail Buro Hassan
CHAIRMAN OF COUNCIL

FOREWORD

University of Eldoret aims to pursue an overall strategy that leverages on the strength of its geographical footprint in Uasin Gishu County and its 'power of place' in the North Rift Kenya. A well thought out University Stakeholders' Engagement strategy is a catalyst to the fulfillment of her vision of being "A premier University that nurtures global leaders and innovators." The University also recognizes the centrality of appropriate stakeholder engagement in achieving her mission of providing quality education, training, research, and consultancy in science, agriculture and technology to meet the needs and aspirations of a dynamic society.

To achieve her mission, it is therefore imperative that the University adopts a structured approach in engaging with the diversity of stakeholders which includes students, alumni, local communities, business community, private sector, governmental, non-governmental and international partners. This will be achieved in line with the corporate social responsibility requirements that are geared towards fulfilling the global SDGs, the Constitution of Kenya 2010 and Vision 2030 among other development strategies.

This Stakeholders' Engagement Policy is intended to guide the University fraternity on how to engage with stakeholders in order to enhance the achievement of the University's Vision and Mission. The University seeks to make positive contribution to both internal and external stakeholders in providing quality services and living in harmony for national and societal development. The University values all its stakeholders and strives to improve on all engagements within and outside its boundaries. This policy will therefore, provides an enabling environment for clear engagement principles and guidelines with our esteemed stakeholders.

Sign.......................... Date ....30\09\21

Professor Teresa A.O Akenga, PhD, UNSW (Australia), M. Sc., B.Sc. (KU), MRSC, MBS
Vice-Chancellor

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LIST OF ABBREVIATION & ACRONYMS

AAU	Association of African Universities
BDLPC	Board Directorate of Industrial Linkages Partnerships & Collaborations
CAMM	Corporate Affairs and Marketing Manager
CAA	Chairperson Alumni Association
CBO	Community Based Organizations
CIC	Career Information Centre
CSR	Corporate Social Responsibility
DICT	Director Information, Communication & Technology
DLPC	Director Linkages, Partnerships and Collaborations
DRI	Director Research and Innovations
DBPGS	Director Board of Postgraduate Studies
DVC-A&F	Deputy Vice Chancellor, Administration and Finance
DVC-ASA	Deputy Vice Chancellor, Academic and Students' Affairs
DVC-PRE	Deputy Vice Chancellor, Planning, Research and Extension
FKE	Federation of Kenya Employers ().
ES	External Stakeholders
IS	Internal Stakeholders
IUCEA	Inter-University Council for East Africa
MOUs	Memorandum of Understandings
RA	Registrar Academics
RP	Registrar Planning
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
SDGs	Sustainable Development Goals
SE	Stakeholder Engagement
SEC	Stakeholder Engagement Committee
SEP	Stakeholder Engagement Policy
UOE	University of Eldoret
VC	Vice Chancellor

DEFINITION OF TERMS AS USED IN THIS POLICY

Alumni	Graduates of University of Eldoret
Collaboration	The work of two or more people working together to create or achieve agreed objectives.
Committee	Selected members representing respective stakeholders to undertake a specific task.
Community	Refers to communities, in terms of stakeholder community engagement, which are "specific, collective groups that are within the location around which the University of Eldoret is located and contribute substantially to the mutual search for sustainable solutions to challenges faced by the University.
Coordinators	Persons appointed by the University to oversee all the stakeholder engagement activities.
Engagement	refers to a two-way process whereby the University connects, relates and co-exist with its stakeholders.
Stakeholder	A person, group, or organization involved in or affected by the University activities. Those individuals, groups of individuals or organizations that impact and/or could be impacted by University activities, products or services and associated performance.
Stakeholder engagement	is the process by which the University involves people who may be affected by the decisions it makes or who can influence the implementation of decisions.
Evaluate	The process of observing results to see if there is progress towards achieving targeted objectives.
External stakeholders'	individuals, institutions, organizations, industries, communities /bodies whose interests and operations impact University functions.
Internal stakeholders	the University community comprising; Students, Staff, Vice chancellor, Council and the Chancellor
	Media the collective communication outlets or tools that are used to store and deliver information or data.
Policy	a set of plans, principles or actions agreed on by the university.
Stakeholder	any person or organization, who can be impacted by, or cause an impact on the actions of the University.
UoE	University of Eldoret
University	refers to University of Eldoret

1.0 INTRODUCTION

1.1 Background Information

The University of Eldoret (UoE) is located 10 km from Eldoret town along the Eldoret-Ziwa –Kitale road. The large track of agricultural land it owns makes it ideal for the realization of its mandate as a University of Science, Agriculture and Technological innovations. UoE was founded in 1946 by the white settlers as a Large-Scale Farmers Training Centre. In 1984, it was converted to a teachers' training college and renamed Moi Teachers' Training College to offer Diploma in Education. Due to the double intake crisis, the College was taken over by Moi University in 1990 as a Campus and renamed Chepkoilel Campus offering life, basic and applied science programs. In August 2010, through Legal Notice No. 125 of 13 August 2010 the Campus was upgraded into a University College with the name Chepkoilel University College, a Constituent College of Moi University. Upon the award of Charter by the President of the Republic of Kenya on 11th February 2013, the University College was renamed University of Eldoret and has since established a Town Campus in Eldoret Town, housed in the MUSCO building and a Liaison Office in Nairobi housed on the 12th Floor of Pension Towers.

Since the acquisition of the Charter, the University has graduated 21,369 students and the student population currently stands at above 11,000. The University has been developing market driven courses as it strives to be the University of choice. The number of staff has since grown by 66% and the number of Schools increased from seven (7) to nine (9). These include the Schools of Science, Engineering, Agriculture and Biotechnology, Natural Resource Management, Education, Business and Management Sciences, Economics, Environmental Studies and Human Resource Development. The University also has eight Directorates that support service delivery. These are the Directorates of Information & Communication Technology, Strategic Planning and Performance Contracting, Resource Mobilization, Industrial Linkages, Partnerships and Collaborations, Research & Innovation, Quality Assurance, and the Board of Postgraduate Studies.

The University is endowed with modern facilities that support quality learning, research, and outreach programs. These include a well-equipped library, lecture halls and theatres, laboratories, workshops, a fully mechanized dairy unit, and agricultural land. To enhance security, the University has installed several security features which include a perimeter fence, modern gates, floodlights, and surveillance cameras (CCTV). In September 2015, the University was granted ISO 9001:2015 certification by the Kenya Bureau of Standards.

To keep abreast with what is going on in the Higher Education sector regionally and internationally, to network with Universities in Africa and outside the region and to maintain education standards that are comparable internationally, the University of Eldoret is an affiliate member of the Association of African Universities (AAU) and the Inter-University Council for East Africa (IUCEA). The University is also affiliated to the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) and the Federation of Kenya Employers (FKE).

The functions of the University, as set out, include provision of university education aimed at producing mature and conscientious graduates with skills, ability and desire to contribute to the well - being and development of the people of Kenya, provide education for national service, develop and transmit knowledge and skills through research and training, foster national consciousness and unity and preserve, produce, process, and disseminate knowledge and stimulate the intellectual life and cultural development of Kenya.

1.2 Scope

This Policy applies to all University of Eldoret community and stakeholders including staff, students, alumni, local community, governmental, non-governmental, national, and international partners. The stakeholders shall be engaged through formal Memorandum of Understanding or any other legal agreement acceptable to both parties, in accordance with existing international, and national laws and circulars issued by Government from time to time.

The scope of the Stakeholders' Engagement Policy (SEP):

i. Sets out principles for engagement with stakeholders;
ii. Forms part of the University operating philosophy, policies, standards and values;
iii. Applies to all University divisions, departments, campuses and business units, regarding all their activities and interactions with stakeholders;
iv. Identify areas of commonality/agreements;
v. Identify areas of disagreement and determine what is driving those differences;
vi. Articulates or reflects values of the broader community that is affected and
vii. Promotes transparency, accountability and inclusiveness.

2.0. Institutional Values

2.1. Vision

A premier University that natures global leaders and innovators.

2.2. Mission

To provide quality education, training, research and consultancy in Science,

Agriculture and Technology to meet the needs and aspirations of a dynamic society.

2.3. Core Values
i.   Integrity
ii.   Innovativeness
iii.   Customer satisfaction
iv.   Competitiveness
v.   Equity
vi.   Responsiveness
vii.   Inclusivity

3.0 Policy Statement

The University of Eldoret offers adequate, innovative, relevant and market driven academic programmes at undergraduate and postgraduate levels, with in-built quality control systems. Further, the University provides an enabling environment for integrating growth of students and staff through opportunities to conduct research and consultancy services aimed at solving societal problems. Research outputs and academic undertakings always give rise to new knowledge and skills which the University wishes to transmit to the affected communities and government agencies through different technological transfer methodologies. To ensure success, it is imperative that appropriate modes of stakeholder engagement be identified and practiced thus the need for this policy.

The University of Eldoret Stakeholders Engagement Policy outlines the basis for engagement to both local, national and international communities by members of the University. This is in line with the current University of Eldoret Strategic Plan 2019-2024. With the multi-dimentional focus on students as the number one stakeholder, demand driven research for solving societal challenges, doing business with a variety of stakeholders, linkages and collaborations, there is need to be conscious of the manner in which the University engages in a win-win situation. The policy strives to ensure that professional interaction between the members of the university and the public is guided and facilitated in a structured manner.

4.0. Stakeholders Engagement

4.1. Aims of Stakeholders Engagement
Stakeholders are those individuals, groups of individuals or organizations that impact and/or could be impacted by our organization's activities, products or services and associated performance. Stakeholders play a crucial role in University development by assisting in the delivery of quality education; research and consultancy services;

and community services that are relevant to the requirements of students, staff, employers and industry/partners, government and international communities. This Stakeholders Engagement Policy is a tool for engagement that will provide a platform for engaging the University with its stakeholders

The Stakeholder Engagement aims to;

i. Promote an inclusive, supportive, and responsive University focused on making higher education more relevant and accessible to all people.

ii. Grow, reconfigure and reposition the University to be the Centre of excellence in agriculture, science and technology.

iii. Facilitate delivery of educational and research services that match the requirements of employers and industry.

iv. Facilitate building of strong relationships with local and international communities in quality service delivery.

4.2 Principles of Stakeholder Engagement

The stakeholders' engagement shall be based on the following principles:

i. **Information sharing** with stakeholders on new programmes and any other changes in University operations, to enable stakeholders play their rightful role in the development of the University.

ii. **Participation** of stakeholders in decision-making processes and access and involvement in joint activities.

iii. **Enable access** to and dissemination of relevant information through approved channels.

iv. **Open, honest and transparent communication** with all stakeholders.

v. **Respect for diversity** of views embracing the full spectrum of society actors.

vi. **Collaboration** to establish deep partnerships with stakeholders by way signing memorandum of understanding (MoU).

vii. **Effective feedback** and reaction from stakeholders on University activities.

viii. **Responsive** for continuous improvement and proactively respond to changing stakeholder needs, interests and expectations through awareness creation, training and research.

ix. **Commitment** to working towards creating a prosperous and sustainable future for all.

x. **Consultation** to develop relationships where stakeholder views are considered in decision-making processes.

xi. **Dissemination** of new technological and innovative ideas for the benefit of all stakeholders

xii. **Empower** stakeholders in areas that enhance good relations and livelihood improvement.

xiii. **Continuous improvement** of engagement practices to create a win-win situation between the University and stakeholders.

4.3. Objectives of the Policy

i. To develop principles and guidelines for engagement with a diversity of stakeholders.

ii. To establish and maintain a database of stakeholders' engagements

iii. To promote positive and impactful University - Stakeholder engagement in all relevant spheres for national development.

iv. To identify the opportunities and threats arising from stakeholders' material issues;

v. To participate in strategic sustainable decision-making;

vi. To improve effective two-way communication with our stakeholders.

5.0. Stakeholders Identification

University stakeholders are categorized as Internal and External. They are identified and relationships nurtured and monitored through multiple communication channels. Stakeholders are prioritized according to their roles and level of influence they have on the University operations. The University Stakeholder Analysis as provided in the Strategic Plan 2019- 2024 is presented in Annex 3.

5.1 Methods of Stakeholder Engagement

The following stakeholder engagement matrix outlines how each category of stakeholders will be engaged in an effort to achieve the various University strategic objectives.

5.1.1 Engagement with Internal Stakeholders

Stakeholder type	Engagement method
Students	• Student Council communique and virtual meetings • One-to-one (individual) meetings • Surveys (focus groups, interviews) • Free telephone hotlines • Online feedback • Public lectures • Fieldwork interactions • Conferences and workshops

	• Brochures and newsletters • Rewards and recognition • Suggestion box • Standard media • Social media • University website
Staff	• Internal memos and virtual meetings • Surveys (work satisfaction, evaluation forms) • Staff appraisal • One-on-one meetings • Staff meetings • Inductions and refresher courses • Conferences and workshops • Brochures and newsletters • Public lectures • Training and capacity building workshops • Rewards and recognition • Emails and social media • University website
The Vice Chancellor	• One-to-one (individual) meetings and virtual meetings • Government circulars • Internal memos • Staff communications • Student communications • Policy implementation, monitoring and review • Staff appraisal and evaluation • Staff and student meetings • Senate meetings and other departmental meetings • External communications
University Council	• Government circulars • Resources mobilization forums • Council meetings and virtual meetings • Meetings with VC • Stakeholder advisory panels • Staff recruitments, promotions and disciplinary • Draft reports and policies • Finance approval • Policy implementation • Graduation and other ceremonies
The Chancellor	• One-to-one (individual) meetings and virtual meetings • Committee/ focused group meetings

	• Interviews with national & international media • Meetings with VC • Meetings with Council members • Graduation and other ceremonies

5.1.2: Engagement with External Stakeholders

Stakeholder type	Engagement method
Parents and Guardians	• One-to-one (individual) meetings • Free telephone hotlines • Online feedback • Familiarization tours within University • Open career days • Brochures and newsletters • Graduation and other ceremonies • Media advertisements • University website, emails and social media
Local Community and Civil societies (NGOs, CBOs, Faith based groups)	• Familiarization tours within University • Community engagement through consultative fora • Research surveys • Outreach & extension activities • Promotion of University good practices • Brochures, Pamphlets and banners • Communication through community leaders. • Open career days • Field attachment • CSR activities • Public functions • Media advertisements • Graduation and other ceremonies
Suppliers, business people, corporations and other organisations	• Procurement services • Advertisements • Market research surveys • Focus group discussions • Opinion-leaders research • Consultancy services • Sponsorship and scholarships • Consultative meetings, events and business networks on relevant issues • Public presentations • Online feedback • Partnership and collaborations

Alumni, Universities, Research institutions and Professional bodies	• Partnerships and collaborations • Joint projects • Multi-stakeholder initiatives • Stakeholder advisory forums • Advisory panels • Consensus-building processes • Participatory decision-making processes • Policy development. • Public lectures • Graduation ceremonies • Emails and social media • University website,
Central & County governments	• Multi-stakeholder initiatives • Partnerships • Joint projects • Stakeholder advisory panels • Reports and Policies • Financing • Policy/project implementation and evaluation MoU • Reports
Bilateral and Multi-lateral institution's	• Multi-stakeholder initiatives • Partnerships and collaborations • Projects funding • Financing PPP activities • MoUs • Consultancies • Community outreach
Media	• Press releases • Press conferences • Media advertising and marketing promotions • Lobbying
Students internship and exchange programmes	• Online feedback • Capacity building • Fieldwork/attachment interactions • Conferences and workshops
International staff, visiting lecturers and Professors emeritus	• International conferences and workshops • Collaborations and partnerships • Joint research projects • International consultancy • International partnerships and collaborations • Funded projects
International community	• International conferences and workshops • Collaborations and partnerships

	• Joint research projects • Web and email-based feedback • International consultancy • International partnerships and collaborations • International Funded projects

6.0 Administration of Stakeholder Engagement Policy

i. The administration of this Stakeholders' Engagement Policy shall be vested in the office of the Vice-Chancellor.

ii. The administrative officer in charge of Stakeholders' Engagement Policy shall be the Corporate Affairs and Marketing Manager.

iii. Activities related to stakeholders' engagement will be implemented by the Stakeholder Engagement Committee (SEC)

iv. Design and implementation of outreach/ training activities will be coordinated by the Coordinator, Extension and Outreach Centre.

v. Where necessary, the Vice-Chancellor may appoint an adhoc committee with a specific timeframe to deal with a specific engagement.

vi. The Corporate Affairs and Marketing Manager, acting on behalf of the Vice-Chancellor will be the liaison officer between the University and Stakeholders.

vii. Communications to stakeholders will be governed by the University's Communications Policy.

The organogram for the Stakeholders' Engagement Policy is provided in Annex 4.

6.1 The Stakeholder Engagement Committee

The Stakeholder Engagement Committee (SEC) shall be established and mandated to implement all activities related to stakeholders' engagements at the University. The chair may co-opt any member of the University with special expertise to the committee as need arises. The membership to the committee shall include:

i. The Vice-Chancellor - Chairperson

ii. Corporate Affairs and Marketing Manager - Secretariat

iii. DVC, Planning, Research and Extension

iv. Director Industrial Linkages, Partnership and Collaboration

v. Registrar Academics

vi. Registrar Administration

vii. Senior Procurement Officer

viii. Dean of Students

ix. Coordinator, Alumni Office.

6.2   The Stakeholder Engagement Committee (SEC) mandate shall:

i.   Plan and Coordinate all University stakeholder engagement activities.

ii.   Develop and review guidelines for stakeholder engagement.

iii.   Mobilize resources for stakeholder engagement activities.

iv.   Develop and review the stakeholder engagement policy.

v.   Prepare quarterly and annual reports on Stakeholder Engagement activities.

vi.   Monitor and evaluate stakeholder engagement activities.

6.3. Financial Provisions for Stakeholder Engagement

i.   The University Council shall set aside funds, a sum of which shall be determined from year to year. Such funds will be managed in line with the standard University provisions for financial probity.

ii.   Stakeholder engagement teams or individuals may also source external financing for their projects. In such cases the external financiers shall be individual, groups, company, associations, institution or organization that are not involved in any way in criminal or anti-social activities.

iii.   Stakeholder engagement projects to be undertaken by joint teams comprising member(s) of the University and organization(s) or individual(s) who are not members of the University shall be undertaken under mutual agreements that shall be agreed upon before the inception of the project or service. Such agreements will cover financing, personnel, responsibilities and duties of each party for their mutual benefits.

6.4. Guidelines of the Policy

This Policy shall be invoked in the following University activities and operations following the attached guidelines (Annexes 11) for each category of stakeholders;

i.   Review of Stakeholders' Engagement Policy.

ii.   Development of strategic, physical and management or development plans.

iii.   Surveys and studies that require input from stakeholders, including, but not limited to, academic trips, industrial attachment, Internship, graduate placement, customer satisfaction, press surveys, fairs, media coverage, shows and exhibitions.

7.0 Insurance and indemnity during stakeholder engagement activities

i. Members of University of Eldoret on stakeholder engagement shall enjoy the same insurance cover as they would under normal University duty.

ii. Non-University members in joint stakeholder engagement with University members shall not enjoy the group insurance cover as University members.

8.0 Monitoring, Evaluation and Quality Assurance in Stakeholder Engagement

i. The University of Eldoret stakeholder engagement activities shall work within the approved Quality Assurance (QA) Policy and standards.

ii. Each stakeholder activity shall put in place supervisory, monitoring and evaluation instruments that will be used to achieve this.

iii. Stakeholder engagement activities which are part of the University Performance Contract will be monitored by the M & E Committee

9.0 Reporting of Stakeholder Engagement Activities:

i. The Stakeholder Engagement Committee will receive and consider proposed annual stakeholder engagement activities from the Corporate Affairs and Marketing Manager who will collate the same from key players

ii. The stakeholder engagement activities will be evaluated quarterly by taking into consideration the image of the University and its impacts on / by key stakeholders

10.0 Effective Date
This Policy will be effective from the 29th Day of July, 2021.

11.0 Policy Review
This Policy shall be reviewed in intervals of five (5) years or as need arises to ensure its continued application and relevance.

ANNEX 1: University of Eldoret Stakeholder Engagement Policy Risk Matrix

S.n	Risk Event	Risk Factor	Risk Effects	Likelihood 1-5	Impact 1-5	Proposed mitigation	Responsibil
1.	Low/Weak linkages, partnerships and collaborations	Collaborators unwilling to partnerships	Low partnership and collaboration			Fully implement the policy framework Enhance partnership and stakeholder participation	VC CAMM
2.	Insufficient funding for stakeholder engagement	Low exchequer support	No funding No partners and collaborators financial support		3	Negotiate with Government & UMB Solicit support from partners & collaborators	Council VC CAMM
3.	Ineffective CSR Programmes and activities	Low CSR	Low university stakeholder networks		3	Improve university stakeholder engagement Annually evaluate CSR activities with community	CAMM VC University Council,
4.	Lack of stakeholders confidence in university engagement	Loss of stakeholder confidence	Weak engagements		3	Implement stakeholder engagement policy Establish stakeholder communication and feedback structure	VC, CAMM Coordinato UEOC

ANNEX 2(i): The Duty of Management

The duty of University of Eldoret (UoE) management is to efficiently and effectively administer operations in accordance with the Stakeholder Engagement Policy by providing suitable resources, such as allocating budget, assigning adequate number of dedicated, skilled and knowledgeable staffs, and providing systems for taking suggestions from stakeholders, compiling information, monitoring progress, and evaluating results. Stakeholder engagement information should be integrated into organizational governance, strategy and management at all levels in order to achieve inclusive organizational acceptance and development of an accountable and strategic response to sustainability.

ANNEX 2 (ii): Guidelines for Stakeholders

UoE places great importance on its stakeholders, who are co-owners of the business. Accordingly, the management and employees as well as the Council, which itself represents stakeholders, are committed to carrying out business in line with the principles of good corporate governance and education philosophy to ensure maximum benefits and long-term economic value for stakeholders. To ensure proper treatment of stakeholders, the University has set forth the following guidelines for stakeholders pledging:

i. To operate in accordance with University's corporate vision and corporate governance principles with honesty and prudence, and without conflict of interest, while creating good returns for every stakeholder in a sustainable manner.

ii. To respect the rights of stakeholders and provide equitable and fair treatment to every one of them. Accordingly, to not perform any act that might violate or restrict the rights of stakeholders.

iii. To provide stakeholders the right to propose the agenda of the Annual conferences and workshops and to nominate any qualified person to attend and contribute.

iv. To establish efficient measures for internal control, internal audit, and risk management.

ANNEX 2 (iii): Guidelines for Employees

UNIVERSITY firmly believes that employees are its most valuable assets and a vital contributing factor to the institutions success. Regarding Human Resource Development Policy, the University treats employees fairly with concern for their needs. The goals are to foster a good relationship between the Council, Management and Employees, to promote ongoing development of employees' skills and potential, and to provide job security and career advancement. The guidelines for practice toward employees are as follows:

i. To recruit employees through a fair and efficient selection system and employment conditions to find "smart and ethical" employees having strong qualifications and integrity to join the University in reference to the relevant human resource development policies.

ii. To treat employees with sensitivity and fairness while paying due respect to their personal rights, protecting these rights from being violated. Likewise, to support and respect the right of employees to express their opinions independently.

iii. To provide channels for employees to file grievances and report any act of impropriety in violation of the University Code of Conduct as well as to protect the complainant from retribution or penalty related to filing a complaint (develop Whistleblower Policy).

iv. To provide employees in every field of work and at all levels sufficient and continuous professional development appropriate for their duties and responsibilities and to instill ethical awareness into every employee.

v. To promote and encourage working as a team to create unity and to raise employees' awareness about work discipline.

vi. To evaluate employees' performance and provide fair remuneration on the basis of the suitability, capability, and competence of each individual. The University is committed to providing fair and appropriate benefits to employees. The benefits will be constantly improved to keep them on a par with those of leading institutions in the education industry.

vii. To raise awareness and promote employees' occupational health and safety while maintaining a congenial work environment that enables employees to feel like being part of a family.

viii. To operate in compliance with internationally accepted occupational health and safety standards as well as environmental management standards.

ix. To encourage employees to find a balance between family life and work.

x. To provide channels where important information can be disclosed to employees to keep them informed of the operations and operating structures of all University business units.

ANNEX 2 (iv): Guidelines for Customers

The University pledges to ensure that customers products and services receive maximum benefits and complete satisfaction in terms of quality and fair price. Likewise, the university pledges to develop and maintain a sustainable relationship with customers. The practice guidelines for customers are as follows:

i. To deliver products and services that address the needs of consumers and the general public and to play a part in contributing to better quality of life and the sustainable development of society.

ii. To constantly drive innovation and research & development to generate high quality, high value-added products and services that meet the needs of customers in multiple ways.

iii. To develop environmentally-friendly products and services with a focus on resource-efficiency, energy-efficiency, recyclability, and long life of service.

iv. To produce safe, reliable products and services as well as to give accurate and adequate information about them to customers.

v. To store customers' information safely and systematically and refrain from abusing the information.

vi. To set the prices of products and services at reasonable rates.

vii. To implement a quality management system that matches international standards.

viii. To set up a customer support office to provide product information, advice, and solutions to problems, while also handling complaints, to ensure customers' highest satisfaction.

ANNEX 2 (v) e: Guidelines for Suppliers

University of Eldoret (UoE) always obeys fair competition standards and strictly complies with all contractual obligations, Code of Conduct and all procurement Act, policy, rules and regulations for suppliers. The guidelines for suppliers are as follows:

i. To determine and establish fair and reasonable prices by taking into account the reasonableness of the offered prices, quality, and service levels and to be able to provide appropriate reasons during any audit.

ii. To pay suppliers accurately and on time.

iii. To establish clear procurement regulations and follow existing procurement policy.

iv. To operate business sustainably and transparently by complying with all the terms and conditions agreed upon in a transaction and treating all involved parties equitably and fairly.

v. To refrain from demanding or accepting any improper benefits from its suppliers.

vi. To pay regular visits to suppliers to exchange ideas and listen to their suggestions or advice on improvement.

vii. To support procurement of eco-friendly and community products.

viii. To refrain from purchasing products from suppliers that violate human rights or intellectual property law.

ix. To refrain from disclosing information of suppliers to others without their prior consent.

x. To refrain from dealing in any business with any supplier that carries out illegal acts or acts against public order and good morals.

ANNEX 2 (vi): Guidelines for Business Contractors

The university will develop a policy of taking good care of its contractors regarding the human rights standard, environment, work safety, and remuneration. Further, the university is resolved to develop the capabilities and knowledge of contractors both within and outside work to enable them to work more efficiently. The guidelines for business contractors are as follows:

i. To determine appropriate and fair remuneration and ensure that the amount of remuneration paid by the contractors to their workers shall not be less than the wage rate stipulated by law, contact or any other approved policy.

ii. To promote safety awareness among contractors and oversee a safe work environment in their operations.

iii. To open up opportunities for contractors to meet with university management to listen to their opinions and concerns so they can work more efficiently to achieve goals.

iv. To encourage contractors to develop their knowledge to ensure maximum work efficiency.

ANNEX 2 (vii): Guidelines for Joint Venture Partners

The university respects the rights of joint venture partners and treats every partner equitably and fairly. UoE commits to encouraging joint venture partners to respect private public policy in all joint projects and programmes. UoE works collaboratively with joint venture partners to ensure that the joint ventures achieve the shared goals. The relevant guidelines for joint venture partners are as follows:

i. To collaborate with joint venture partners in supporting and strengthening the joint venture operations.

ii. To encourage the exchange of ideas and suggestions with the joint venture partners and to jointly define the business plans to ensure the sustainable growth and development of the joint ventures.

iii. To monitor the operations of the joint ventures in order to ascertain that they comply with the law and the sustainable development approach.

iv. To work with the joint venture partners in allocating profits from the joint ventures in a fair and transparent manner.

v. To refrain from taking advantage of the joint venture partners in any way.

ANNEX 2 (viii): Guidelines for Creditors

The university has a policy to treat its creditors equitably, fairly, and transparently with commitment to strictly comply with all terms and conditions agreed upon in the Local Purchase Order or contract. The guidelines for creditors are as follows:

i. To enter into contract with all types of creditors legally, equitably, fairly, and transparently without taking advantage of the contract party.

ii. To refrain from resorting to dishonest means or concealment of any information that might harm the creditors.

iii. To strictly abide by any term or condition stated in any contract entered into with all types of creditors accurately and straightforwardly.

iv. To repay loans and interest in full to all types of creditors on time as agreed upon.

ANNEX 2 (ix): Guidelines for the Community

The university conducts business with commitment to community empowerment, sustainable development and concerns for social responsibility. UoE provides constant support to activities that contribute to improving the quality of life and development of the communities and societies within its operating region, national and global levels. UoE encourages its employees and other concerned parties to be good citizens contributing to communities and society. The guidelines for community are as follows:

i. To support and provide needed assistance to society and communities, especially the communities surrounding the university.

ii. To preserve the environment nearby the communities and to control and manage waste from the production process and general consumption as well as contamination released into the atmosphere through the use of efficient technology and close monitoring.

iii. To promote and support the carrying out of activities/projects designed to develop the potential and capabilities of youths in the areas of education, science, technology, sports, and art as well as instilling ethics and morals into young people so they are both smart and ethical individuals.

iv. To support activities/projects dedicated to providing immediate assistance to those affected by disasters and to improve the potential and quality of life of people in society through various efforts such as career development, and building strong communities to enable people to become self-reliant sustainably.

v. To support medical and public welfare activities/projects to enable people in local communities and society at large to have better health and better quality of life.

vi. To promote and support activities in the areas of art, cultural heritage preservation, and sustaining religion as appropriate.

vii. To provide support to foundations and charitable organizations to help and provide opportunities to the disenfranchised in society, empowering them to lead better lives. This support also extends to organizations carrying out activities beneficial to human resources development.

viii. To open up opportunities for communities and other stakeholders to take part in the activities/projects, to voice their opinions and suggestions, or

to file complaints as a result of University's operations, with the goal of allowing industry and the community to coexist sustainably.

ANNEX 2 (x): Guidelines for Government Agencies

The university places great importance on government and its agencies as stakeholders of the education sector and its institutions. Guidelines for engaging in transactions with government agencies are defined in University Code of Conduct to allow employees to proceed appropriately and in compliance. UoE cooperates with government agencies in providing technical assistance and support for various activities. The guidelines for government agencies are as follows:

i. To strictly abide by applicable laws, policy and regulations and keep in mind that government legal framework may have different conditions, procedures, or practices.

ii. To refrain from influencing government officers to abet and collude in improper acts.

iii. To build a body of knowledge in community development for government agencies such as local administration organizations.

iv. To provide support to activities undertaken by government agencies.

v. To participate in meetings to share ideas, and to provide technical assistance on a continuous basis.

vi. To receive visits from government and its agencies.

vii. To receive comments, suggestions, or complaints from government agencies.

ANNEX 2 (xi): Guidelines for the Media

The university stresses the importance of disclosing information to the media so they can communicate the information to the public accurately and rapidly as per the communication policy. The guidelines for the media are as follows:

    i.   To disclose information to the media equitably. The information must be accurate, clear, and right to the point.

    ii.   To communicate information on a quick and timely basis.

    iii.   To provide opportunities for the media to meet and talk with high-ranking executives.

    iv.   To facilitate the media to get in contact with the Company.

    v.   To establish good relationships with the media through various activities such as plant visits to allow the media to observe the university processes and programmes as well as obtain accurate first-hand information.

ANNEX 2 (xii): Guidelines for Civil Society Sector, Academia, and Opinion Leaders

The university conducts business with concern for social responsibility to all stakeholders. In addition to full and accurate disclosure of information, the university is open to comments and suggestions from every part of the civil society sector to ensure a shared approach to operating business sustainably alongside social and community development. The guidelines for civil society, academia and opinion leaders are as follows:

    i.   To disclose information regarding business operations transparently and verifiably.

    ii.   To disclose information in the annual report, sustainability report, articles and news releases, as well as in the form of electronic documents and information.

    iii.   To carry out business with concern for impact on the environment and the community and to encourage involved persons to take part in protecting the environment.

    iv.   To collaborate with the agencies concerned to foster a relationship with the community and promote community involvement.

    v.   To receive comments, suggestions, or complaints from the concerned parties to find means for collaboration and to meet the needs of all stakeholders.

ANNEX 2 (xiii); Guidelines for Competitors

The university has a policy to treat competitors fairly within the framework of honest competition. UoE is committed to carrying out business fairly in compliance with the law and University charter and statutes including policy and with concern for national ethics and trade competition law. The guidelines for competitors are as follows:

i. To operate under a fair competition framework and applicable laws ethically and transparently and to refrain from taking advantage of competitors unlawfully.

ii. To refrain from obtaining confidential information through fraudulent or improper means.

iii. To refrain from violating the intellectual property rights of competitors.

iv. To refrain from attacking and destroying competitors' reputations by defaming them with any false statement.

v. To promote and support free trade and avoid entering into any agreement with competitors that may reduce or restrict competition.

ANNEX 3: University Stakeholders in Strategic Plan 2019- 2024

S/no	Interested Parties	Stakeholder Expectations	UoE Expectations
1.	Students	• Competent lecturers • Timely release of results • Students' rights to be respected • Fairness in teaching and examination process • Adequate resources • Conducive learning environment • Effective communication • Timely graduation Lecturers to uphold ethics	• Prompt fee payment, • Abide by rules and regulations, • Excel in academics, Engage in co-curricular activities
2.	Ministry of Education	• Provision of University Education • Invention and innovations, Research and Technology	• Regular and adequate funding • Development of policies that govern University education
3.	County Government	• Capacity building • Provision of technical support • Professional Consultancy	• Cooperation • Participate in planning and Development. • Financial contributions • Partnership.
4.	National Treasury	• Prudent utilization of resources	• Timely disbursement of funds • Source for additional funds
5.	Tertiary Institutions (Schools and Colleges)	• Increased admission capacity • Development of market driven programs • New innovations and Technologies • Mentorship • Diversification of curriculum	• Collaborations • Teaching practice • Placement
6.	Industry	• Supply of competent man power • Collaboration • New innovations • Publications • Adequately prepared trainees for Industrial Attachment	• Industrial attachment and internship • Increased employment • Industrial Linkages
7.	Media	• Accurate and evidential information • Collaborations • Marketing services	• Advertisement and fair reports and information

8.	Teaching and Non-Teaching Staff	• Conducive working environment • Staff development opportunities • Admission of qualified students • Timely and fair payment of services rendered • Appointment letters before starting to work • Timely part-time payments	• Efficiency in service delivery, • Adhere to performance contract. • compliance with set rules and regulations • creativity and innovation, • professionalism, • personal professional growth
9.	External Examiners	• Timely release of appointment letters • Adequate Examination materials • Timely payment for services rendered	• Adhere to standards of moderation of examinations. • Compile a report on general performance and submit on time.
10.	Parents/ Guardians	• Quality teaching • Timely graduation • Employment after graduation • Effective mentorship program	• Prompt fee payment • Support students
11.	Community	• Consistent market for products • Fairness during employment • Benefit from outreach activities • Proper waste management • Peaceful coexistence • Good working relationship	• Good working relationship • Corporation and understanding • Support and participate in the development of the University • Proper Utilization of CSR benefits
12.	Suppliers	• Fairness in awarding of tenders • Timely payment for goods and services	• Efficient delivery of goods
13.	Development Partners	• Well documented MoUs • Prudent financial management • Effective use of resources	• Provide technical and financial support for University operations and improvements
14.	Statutory Bodies (NHIF, NSSF, RBA, KRA, EACC)	• Conform with applicable statutory and regulatory requirement • Timely remittance statutory fees	• Prompt annual certifications
15.	Regulatory Bodies CUE, KEBS and Professional Bodies	• Effective implementation of CUE requirements • Effective implementation of QMS • Conformity with the approved audit program • Timely payment • Compliance with the relevant Acts, policies, rules and regulations • Competent labour force • Knowledge update and Skills • Curriculum review	• Professional support • Certification

16.	Unions (UASU, KUSU, KUDHEHIA)	• Timely implementation of Local and National CBA • Timely remittance of the deducted union fees • Regular review of Local CBAs • Staff welfare	• Good working relationship • Corporation and understanding • Create an environment for communication before resorting to industrial action
17.	Public and Private universities	• Mutual cooperation and collaboration • Provide technical and professional support for University operations and improvements	• Mutual cooperation and collaboration • Provide technical and professional support for University operations and improvements
18.	Civil Societies (Religious and NGOs)	• Freedom of worship • Enhanced good morals • Employment of Chaplains • Compliance with laws and regulations	Mutual cooperation and respect
19.	Alumni	• Support from UMB • Collaborations	• Collaboration • Financial support
20.	Financial Institutions	• Prompt remittance of loans • Partnerships – MoU	• Efficient monetary services • Partnership and collaboration • Easy access to financial services
21.	University Council	• Achievement of Targets • Effective Utilization of allocated funds. • Implementation of Corporate strategies	• Offer strategic Leadership • Offer support and guidance, • Formulate policies, • Mobilize and avail funds for University operations • Initiate development projects • Give political support
22.	Research Institutions	• Training • Dissemination of research findings • Collaborations	• Research collaborations • Dissemination of research findings.
23.	Insurance Companies	• Prompt payment for service rendered	• Provide the best and affordable insurance cover
24.	Contractors/ Surveyors	• Timely provision of materials • Timely resolving of complaints • Timely processing of payments. • Timely supervision and commissioning of projects.	• Quality workmanship • Timely implementation of projects. • Compliance with contract terms • Timely supervision and commissioning of projects.
25.	Parliament	• Effective utilization of allocated funds • Comply with legislation.	• Appropriation of adequate funds to UoE • Passing relevant legislation to support UoE's mandate

| 26. | Office of the Attorney General | • Observance of the rule of law in dealing with grievances of all stakeholders
• Approval of MOU's with financial implications | • Backstopping the University in cases requiring attention of the AG's office
• Prompt approval of MOU's to ensure continuity of engagement
• Offer legal advice to the University |

ANNEX 4: Stakeholder Engagement Policy (SEP) Organogram

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                 ┌─────────────────────┐
                 │  University Council  │
                 └─────────────────────┘
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                 ┌─────────────────────┐
                 │   Vice Chancellor    │
                 └─────────────────────┘
                           ▲
                           │              ┌──────────────┐
                           │◄ ─ ─ ─ ─ ─ ─ │  DVC (PRE)   │
                           │              └──────────────┘
                           │                      ▲
                 ┌─────────────────────┐          │
                 │ Corporate Affairs and│          │
                 │ Marketing Manager    │─ ─ ─ ─ ─ ┘
                 └─────────────────────┘
                           ▲
                           │
                 ┌─────────────────────┐
                 │ Stakeholder Engagement│
                 │ Committee (SEC)      │
                 └─────────────────────┘
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                           │
                 ┌─────────────────────┐
                 │     Stakeholders     │
                 │ External and Internal│
                 └─────────────────────┘
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