



MACHAKOS UNIVERSITY

COMMUNICATION POLICY

SEPTEMBER, 2023

APPROVAL

Policy Title: COMMUNICATION POLICY
Policy Contact: Head, Corporate Affairs and Public Relations
Approval Authority: University Council
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Effective Date: Date of Signing

Approved by the University Council:

Sign:

Date:

Prof. Joyce J. Agalo, Ph.D.
Vice-Chancellor

Sign:

Date:

Dr. Christopher Gatama Gakahu, Ph.D.
Chairman of Council



FOREWORD

To build a strong Machakos University brand, we must be mindful of what we say about ourselves, how we present ourselves, how we treat students and their guardians, and the images and choice of words we use. Favourable internal and external communication are important in shaping the perception of the public towards Machakos University. It is important to note that people form an opinion every time they view or hear something touching Machakos University. It is therefore our collective responsibility to put forth a positive and consistent image in our communications and ensure our actions match what we stand for to continue growing Machakos University's integrity and stature.

The changing communication landscape has presented a myriad of challenges that need to be navigated with the help of a communication framework. The Policy defines the purpose and principles of good communication and identifies the relevant audiences for the University. The many communication needs and opportunities within the University units and sections will require internal communication guidelines. The emergence of new media has also influenced the communication environment in profound ways that call for a framework. It can be added that the University's need to engage with external audiences including the media should also yield positive outcomes if anchored in a framework.

Finally, in crisis situations, this Policy gives guidelines on how to manage communication opportunities. This Policy is anchored on cost cutting methods of communication; determines the corporate advertising media appropriate for the University; and gives direction for the sensitization, implementation, monitoring, evaluation and review. The University shall institute periodic monitoring mechanisms to ensure sustainable communication practices that project a good corporate image and institutionalize satisfaction among stakeholders. The University is committed to developing strong relationships with her stakeholders through structured communication guided by attested principles, mechanisms and processes. The management undertakes to review the Policy periodically to align it to the changing needs of communication.

Prof. Joyce J. Agalo, Ph.D.
Vice-Chancellor



UNIVERSITY FUNDAMENTAL STATEMENTS

VISION

Excellence in transformative scholarship and community service

MISSION

To provide scholarship through teaching, training, research and innovation; and community service for sustainable industrial and socioeconomic transformation

Machakos University Identity Statement

Machakos University is an Academic Institution Committed to Generating and Transmitting Knowledge, Skills, and Attitudes through Science, Technology, Research, and Innovation for the Benefit of Humanity.

Machakos University Philosophy Statement

The Philosophy of Machakos University is 'Education for Industrial and Economic Transformation'

Mandate

The mandate of Machakos University is to Teach, Train, Conduct research, Innovate, Collaborate, generate new knowledge and Community Service

Core Values

- Creativity:** We shall use imagination and original ideas to create value for our customers.
- Agility:** We shall embrace urgency and flexibility in responding to customer demands
- Meritocracy:** We shall promote merit-based services
- Professionalism:** We are committed to high standards of training, research and service delivery
- Integrity:** We shall uphold honesty and high moral standards
- Inclusivity:** We shall offer equitable access to opportunities and resources



ACRONYMS AND ABBRIVIATIONS

CCCT:	Core Crisis Communication Team
DCAPR:	Department Corporate Affairs and Public Relations
DVC-APF:	Deputy Vice-Chancellor, Administration, Planning and Finance
DVC-ASA:	Deputy Vice-Chancellor, Academic and Student Affairs
DVC-RIL:	Deputy Vice-Chancellor, Research Innovation and Linkages
MksU:	Machakos University
VC:	Vice-Chancellor



DEFINITION OF TERMS

Audience: Individuals who come together to listen to a speaker, may be face to face or they may be connected by communication technology or other media.

Channel: The method by which a message is conveyed to a particular audience.

Communication: Exchanging of information from any source to a receiver by speaking, writing or using some other means.

Corporate Communication: Activities tackled by Machakos University to communicate with internal and external concerned parties and also the wider public. This term stresses on the promotion of corporate identity so as to attain a coherent corporate image.

Collaborating Institutions: These are institutions that Machakos University has entered into formal agreement with.

Crisis Communication: Communication aimed at protecting the reputation of the university and maintaining its public image, particularly in case of it facing a public challenge to its reputation.

External Audiences: Individuals or groups outside and not closely related to Machakos.

University: Machakos University and her stakeholders including The Government of Kenya; Ministry of Education; Commission for University Education; collaborating institutions; alumni; media; general public; parents; visitors and other stakeholders.

External Communication: Transmission of information between the university and other organizations, groups, government offices, banks, insurance companies, suppliers, customers, and individuals outside its formal structure.

Internal Audiences: Those who share values or common points of reference with the Machakos University. They include: University council, Senate, University Staff, and students.

Internal Communication: Sharing of information between organizational members or parts of the organization, in this case, between Machakos university staff or departments across all levels.

Media: The communication outlets, tools or channels through which information is disseminated.

Organizational Communication: The exchange of information, ideas and views within and outside Machakos University.

Policy: A principle of action adopted by an organization in this case the Communication Policy.

Public: All the people or community in general.

Stakeholders: Organizations, groups or individuals with an interest or concern in Machakos University.

Spokesperson: The individual given the authority to speak on behalf of the University.

Student: A person enrolled or registered for a course at Machakos University (MksU), whether undergraduate or post graduate, research, part-time or full-time.

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1.0 INTRODUCTION

1.1 PREAMBLE

In this information age, Machakos University seeks to establish an enviable reputation by mainstreaming good communication practices in all engagements with stakeholders. Sound communication is a pillar to strong scholarship, responsiveness and care. This communication Policy sets the stage for sound management communication activities involving Machakos University in a cost-effective manner. It is in this spirit that the Council of Machakos University would wish this communication Policy to guide internal and external communication.

1.2 Justification

This policy is necessary to ensure that communication, both internal and external, is systematically organized and effectively managed to meet the diverse information needs of students, staff, stakeholders, and the general public. It establishes clear guidelines and principles to promote transparency, consistency, and accountability in all communication efforts of Machakos University, ultimately enhancing its reputation and integrity.

1.3 Scope of the Policy

This Policy shall apply to Management, Senate, Staff, Students and all Stakeholders.

1.4 Purpose of the Policy

The purpose of this Policy is to ensure communication both internal and external is well coordinated, effectively managed and responsive to the diverse information needs of students, staff, stakeholders and the general public.

1.5 Objectives of the Policy

The specific objectives are to:

- a) Provide the public with timely, accurate, clear, objective and complete information about the University's programmes, policies and services.
- b) Ensure that MksU is visible, accessible and accountable to the public.
- c) Integrate principles of good communication into internal and external communication.
- d) Develop mutually satisfying communication practices among relevant audiences for the University.
- e) Employ good procedures for both internal and external communication.
- f) Encourage adherence to responsibilities for all staff pertaining to both internal and external communication.
- g) Encourage the use of cost cutting methods of communication.
- h) Utilise various means and channels to communicate, and provide information in multiple formats to accommodate diverse needs of stakeholders.
- i) To adopt and use communication practices that reflect the communication needs of the day in line with relevant Policy documents and guidelines

1.6 Guiding Principles

The University envisages communication between and among stakeholders to embrace and uphold principles of good communication practice as outlined below:

- a) **Consistency:** Communication at Machakos University shall be consistent with official Policy documents in order to advance the interests of the University and her stakeholders.

- b) **Feedback:** Machakos University shall recognize feedback as a very important element for effective communication.
- c) **Effectiveness:** Communication shall be effective and appropriate and convey information and respond to requests by stakeholders through appropriate communication channels.
- d) **Clarity:** Communication shall be clear, uniform and easily understood using, as appropriate, the university logo, corporate colours and publications to reinforce, clarify or authenticate messages.
- e) **Timeliness:** Communication shall be done at the right time in line with the Service Charter for timely implementation of plans.
- f) **Pro-activity:** The University shall continue to demonstrate leadership by proactively seeking and engaging external contacts in areas of mutual interest in line with its mandate, vision and mission.
- g) **Transparency:** Communication shall be as transparent and accountable as possible, disclosing reasons for decisions made, while the management shall openly engage in dialogue as appropriate.
- h) **Confidentiality:** Although information must be made freely available to everyone who needs it, we must also respect the confidentiality of certain information in conformity with the law, Government and other MksU policies.
- i) **Efficiency:** The University shall endeavour to ensure that all information duly reaches the intended recipients at the earliest opportunity.
- j) **Cultural awareness:** Communication at Machakos University shall continue to recognize and respect cultural diversity of all stakeholders in its communication.
- k) **Responsibility:** The University shall endeavour to ensure that editorial operations and marketing of the university's products reflect a high level of accountability and responsibility.

- l) **Integrity:** Internal and external communication, like all other university activities shall continue to be guided by high levels of integrity.
- m) **Best Practices:** All our communication processes in the university shall be guided by values that characterize the best communication practices worldwide.
- n) **Diversity:** Communication practices shall embrace the needs of all stakeholders including people with disabilities and minority groups.

1.7 Legal Framework of the Policy

This Policy shall be interpreted and applied in a manner consistent with the following legal and regulatory documents:

- a) Constitution of the republic of Kenya, 2010
- b) Universities Act 42 of 2012 Revised Edition 2016
- c) Kenya Communications and Information Act (2013)
- d) Access to Information Act No. 31 of 2016
- e) Machakos University Charter 2016
- f) Machakos University Strategic Plan 2021-2024
- g) University Statutes and Service Charter
- h) Machakos University internal communication guidelines 2018

2.0 ADMINISTRATION OF THE POLICY

The Vice-Chancellor shall be responsible for the administration and implementation of this Policy.

3.0 IMPLEMENTATION OF THE POLICY

3.1 Procedure for Internal Communication

3.1.1 Communication to the Vice-Chancellor

All communications to the Vice-Chancellor except in exceptional cases shall be channelled through the respective Deputy Vice-Chancellors.

3.1.2 Administrative, Planning, and Financial Matters

- a) All administrative/planning/financial issues shall be addressed to the Deputy Vice-Chancellor (APF).
- b) The administrative/planning/financial issues that need the attention of the Vice-Chancellor shall be channelled through Deputy Vice-Chancellor (APF) unless in exceptional cases.
- c) The Heads of Departments/Sections in the Division of Administration, Planning and Finance shall channel their communication through the Registrar (AP) when communicating to the Deputy Vice-Chancellor (APF).
- d) When communicating to the Deputy Vice-Chancellor (APF), a member of staff shall channel the communication through his/her Head of Department.
- e) Any communication with financial implications shall be actioned by the Deputy Vice-Chancellor (APF) or any other authorized Officer.
- f) All Human Resource matters shall be channelled through Senior Assistant Registrar (HR) & Head of Human Resource Department.

3.1.3 Academic and Student Affairs Matters

- a) Communication on all academic and student affairs issues shall be channelled to the Deputy Vice-Chancellor (ASA)

- b) Deans of schools shall channel their communication to the Vice-Chancellor through the Deputy Vice-Chancellor (ASA).
- c) Chairpersons or Heads of department shall communicate through their respective Deans and Deputy Vice-Chancellor (ASA) when communicating to the Vice-Chancellor.
- d) Chairpersons or Heads of department shall communicate through their respective Deans and Registrar (ASA) when communicating to the Deputy Vice-Chancellor (ASA) or any other Deputy Vice-Chancellor.
- e) A member of staff shall communicate to the Deputy Vice-Chancellor (ASA) through his/her Chairperson or Head of department.
- f) When communicating to the Vice-Chancellor, a member of staff in the Division of ASA shall channel the communication through his/her Chairperson or Head of department and the divisional Deputy Vice-Chancellor (ASA)

3.1.4 Research, Innovation and Linkages Matters

- a) All Research/Innovation/Linkages issues shall be handled by the Deputy Vice - Chancellor (RIL).
- b) Research/Innovation/Linkages issues that need the attention of the Vice-Chancellor shall be channelled through Deputy Vice-Chancellor (RIL) unless in exceptional cases.
- c) A member of staff who wishes to communicate with the Deputy Vice-Chancellor (RIL) must channel the communication through the Registrar (RIL).
- d) When communicating to the Vice-Chancellor, a member of staff in the division of RIL shall channel the communication through his/her Chairperson or Head of department and the divisional Deputy Vice-Chancellor (RIL)

3.1.5 Classified Correspondence

- a) All correspondences that are classified in nature shall be marked 'Private and Confidential'.
- b) Confidential information and communication shall be treated with care.
- c) The appropriate classification should be clearly marked at the top and bottom of every page of all classified documents.
- d) Authorized Officers will be held responsible for ensuring that the most careful attention is paid to security matters in all offices under their control. Any security concern should be brought to the attention of the Head, Security Services.
- e) Officers in the cadre of Administrators, Secretaries, Clerks and Office Assistants who will be having access to classified information shall be subjected to vetting.

3.1.6 University Correspondence

- a) All external correspondences appertaining to the University shall be done by the office of the Vice-Chancellor or from a person duly authorised expressly by the Vice-Chancellor to make such external communication on behalf of the University.
- b) All correspondences shall be channelled through the Central Registry for filing and forwarding to the respective Officers for action
- c) Every University communication is of great importance and any communication requiring a response but which cannot be answered at once should be acknowledged promptly on receipt. The necessary consultations (if need be) should then be finalized and appropriate reply dispatched in not more than seven (7) days unless it can genuinely be established that such consultations require a longer period.

- d) Correspondence within the University should be as concise as possible, indicating the general background to the issue and advice or decision sought on the issue.
- e) All correspondences must have subject, date and reference numbers. Acting on loose documents will be discouraged as much as possible.
- f) Each correspondence should be confined as far as possible to a single subject under an appropriate and summarized heading. The Subject, reference number and date of the last communication, if any, from the writer and from the person addressed on the same subject should be given.
- g) Any information relating to University Management business should not be communicated to other members of staff without the sanction of the Vice-Chancellor.
- h) When decisions of the University Management Board have to be conveyed to staff members, they should be communicated as the decisions of the University Management Board and not as those of an individual officer who has signed the communication.
- i) The responsibility of ensuring that correspondence reaches its destination rests with the sender.
- j) No officer is allowed to take extracts or make copies of minutes or correspondence, unless such correspondence is expressly addressed to the officer personally and authority has been granted.
- k) All correspondence to the students and parents/guardians shall be made by the Registrar (ASA) in liaison with the Head, DCAPR.

3.1.7 Meetings

- a) Virtual or physical meetings shall be used to allow for participation and contribution of all staff in decision making and problem solving.

- b) Notices, agenda, minutes of previous meeting, and relevant materials shall be circulated in good time as provided in law to allow for adequate preparation and participation by concerned members.
- c) Official meetings shall be scheduled as per the University Almanac but in exceptional cases, Special Meetings may be convened.
- d) Meetings shall be effectively time managed and action focused.
- e) Decisions arising from meetings shall be communicated to the concerned audiences in a timely manner.

3.1.8 Notice boards, displays, banners and signage

- a) Notice boards, display banners, signage and tents shall conform to the Machakos University Branding and Visual Identity Style Guide.
- b) The Head, DCAPR shall maintain an inventory of display items to be used on and off-campus and coordinate their design and installation.
- c) Notice boards shall be used to display circulars and other information items to employees and students.
- d) Heads of departments and sections shall bear the responsibility for controlling communications on the noticeboards to ensure appropriateness.

3.1.9 Printed material

- a) Employees seeking to produce any printed material shall use the Corporate Identity Guidelines.
- b) Where the printed document requires circulation, it shall be scanned and sent via email to the intended recipients.

3.1.10 Visitors and external guests

- a) In pursuit of academic excellence, the University shall promote engagement involving visitors and external guests to promote the Mission and Vision of the University.
- b) Prior consultation with the VC shall be made before engaging visitors and external guest speakers.

3.1.11 University branding

- a) Machakos University shall use the correct name, logo, right fonts, colours, symbols, pictures, staff uniforms and other identifying marks to project its identity to the stakeholders.
- b) The Head, DCAPR shall develop, maintain and make available for use by the University units a visual identity and style guide as approved by the University Management and the Council.
- c) The Head, DCAPR shall maintain an archive of photos for use in publications and websites upon ensuring that relevant consent of use of photos is sought from the owners of the image within the relevant law.
- d) The Head, DCAPR shall develop guidelines for photography, filming, and video shooting within the University upon acquiring relevant consent as prescribed in law.

3.1.12 External Speaking Engagements

- a) Employees of the University who are requested by other organizations to present papers on certain topics on behalf of the University at conferences, seminars or workshops are encouraged to make use of the opportunity to promote activities, services and programmes of the University.

- b) The Head-DCAPR shall circulate presentation templates to be used at all times as approved by the University Management and shall be available to assist in editing and formatting of the presentations.

3.1.13. Corporate Social Responsibility, Sponsorship and Donations

The University shall from time-to-time source for financial resources to sponsor selected social programmes within the guidelines of an approved Corporate Social Responsibility Policy.

3.1.14. Corporate Gifts and Give-Aways

The quantities of corporate gifts and give-aways shall be determined by the University Management and as approved for circulation by the Vice-Chancellor within the prescribed laws governing gifts. The management shall determine the value of the gifts depending on the circumstances and the person(s) to be gifted. All gifts received by the staff of Machakos University shall be recorded in the Gift Register domiciled in the office of the DCAPR.

4.0 MEDIA RELATIONS FRAMEWORK

4.1 First Point of Referral

- a) The Head, Department of Corporate Affairs and Public Relations shall be the first point of referral for all enquiries from the news media concerning institutional, strategic and university Policy matters.
- b) Employees and students of the university shall refer media enquiries about institutional, strategic and university Policy matters to the office of the Head, DCAPR.

- c) The Head, DCAPR shall channel media enquiries to the appropriate spokesperson and monitor whether the matter receives the required attention.
- d) The Head, DCAPR shall be responsible for media monitoring.

4.2 Official Spokespeople and Responsibilities

- a) The Vice-Chancellor shall be the principal spokesperson of the University but may delegate authority.
- b) Members of the University Staff shall focus on communication activities on issues and matters pertaining to the policies, programs, services and activities of the University or that impact the University.
- c) The University and its spokespersons at all times must respect privacy rights, security needs, matters before the Courts, Government Policy and confidential information and must always identify themselves by name and position held and confine their remarks to matters of fact concerning the policies, programs, or services of the University.

4.3 Individual engagement with the media

- a) Members of the University shall be free to engage the media on their areas of expertise provided they inform their immediate supervisors.
- b) Information provided to the media by employees or students shall not undermine or negatively impact on the reputation of the University.
- c) Employees or students putting forward information in any form to the public media, shall make it clear whether they are doing so in an official capacity as spokesperson of any component of the University, as a discipline-specific academic expert, or in their private capacity.

4.4 Communication on Sensitive Matters

Employees and students of the University shall bring any emerging sensitive information of potential media or public interest related to the University to the attention of the Head, DCAPR who shall in consultation with the Vice-Chancellor, develop an appropriate response.

4.5 Media engagement

Should an issue of public interest relating to the University arise, the Head, DCAPR shall assess the level of public and media interest on the matter, taking the following into consideration:

- a) The media shall be entitled to complete and accurate information and shall be handled with professional courtesy and respect as with any other stakeholder of the University.
- b) Media crew shall be provided with necessary relevant information by authorized personnel in a timely manner.
- c) Information provided to the media shall be truthful, accurate, unambiguous, clear and factual.
- d) When commenting on matters of public interest concerning the University, disparaging comments on other organisations, groups or individuals shall not be made.

4.6 Guidelines for Seeking Media Coverage

- a) The Head DCAPR shall assist the University, employees or students should need arise for media coverage.
- b) Media statements shall be prepared in a standard format approved by the University Management from time to time.

5.0 FRAMEWORK FOR CRISIS COMMUNICATION

5.1 Principles of Crisis Communication

In the event of a disruptive occurrence that causes significant disturbance in the University's activities; and has the potential of causing long-term reputational damage, crisis communication in accordance with the following principles is required:

- a) As much as possible, crisis communication shall be undertaken pre-emptively in order to prevent or minimize the impact of a crisis;
- b) Crisis communication shall be open, accountable and accessible to all audiences, keeping in mind all legal and privacy concerns;
- c) Timely, precise and regular updates shall be made available to all concerned as circumstances change;
- d) Taking into account that different media are relevant for different stakeholders, diverse traditional and new media channels shall be used to communicate with stakeholders.

5.2 Core Crisis Communication Team (CCCT)

- a) In case of a crisis, a Core Crisis Communication Team (CCCT) shall be established comprising of the:
 - i. Vice - Chancellor (Spokesperson);
 - ii. Deputy Vice - Chancellors, APF; ASA; and RIL (Members);
 - iii. Head, DCAPR;
 - iv. Chief Security Officer;
 - v. Dean of Students (if the crisis involves students);
 - vi. University Legal officer;
 - vii. Co-opted officials from other departments (if necessary).

- b) The CCCT shall identify and assess a crisis, develop a crisis communication strategy, and execute the strategy. The team shall create and manage an information Centre during the crisis.
- c) To ensure effective crisis communication, the Core Crisis Communication Team shall receive appropriate trainings from time to time.

6.0 FRAMEWORK FOR NEW MEDIA AND DIGITAL COMMUNICATION

6.1. Email

- a) Email shall be an official platform for conducting University business (save for sensitive and confidential communication) in accordance with the University's Email Policy, Computer Use Regulations and the Code of Conduct.
- b) Each employee or student shall have a University domain-based email address and use it for all official communication.
- c) Group mailing lists shall be created for all common interest groups like Senate, Deans' Committee, Management Board, classes etc.
- d) The email address for all inquiries shall be info@mksu.ac.ke whose custodian shall be the Head, DCAPR and vc@mksu.ac.ke which shall be managed from the Vice-Chancellor's office.

6.2 Website

- a) The University's website shall have Staff Essentials (www.mksu.ac.ke/staffessentials) pages containing news items, events and links to useful information.

- b) The University's website shall display updated content related to teaching, research, innovation and outreach activities as per guidelines in the approved ICT Policy.
- c) The University website shall be used for marketing University programmes, activities and events and for advertisement.
- d) All University web pages shall conform to the Machakos University Branding and Visual Identity Style Guide to be developed by the Head, DCAPR and the framework by the Chief Information Technology Officer in the ICT Department.

6.3 Telephone Communication

- a) For efficiency in coordination of University's processes and functions, VOIP system shall be installed in all offices and extension numbers shared to all staff.
- b) A phone shall be picked within three rings and answered courteously.
- c) Office telephone lines including mobile phones shall not be used for private communication unless such calls are emergencies.
- d) The University shall promote the use of Short Message Service (SMS) to pass important messages to employees and students. However, SMS shall be used with other forms of communication such as emails and letters.

6.4 Enterprise Resource Planning System (ERP)

- a) The ERP system shall be used to automate the operations of the University.
- b) The Head, Information Communication Technology shall coordinate the alignment of the ERP system to relevant University policies.
- c) The University shall promote online approval mechanisms to increase efficiency and reduce printing.

6.5 Digital University Newsletter.

- a) The Head, DCAPR shall establish a periodic digital Machakos University Newsletter to convey news on the University including research and innovation, teaching, developments, advertising, events, and promotions.
- b) The newsletter shall be circulated to both internal and external audiences.

6.6 Portal

- a) Staff and students' portals shall be the central area for a range of pertinent information for employees and students.
- b) Staff and students shall check their portal within campus or remotely when in need of information in portal repositories.

6.7 Social Media

- a) The University shall promote the use of social media for communication of relevant news to the university community, to listen to the voices of students and staff, to connect with her audience online, and to brand and promote the public image of the University.
- b) While using social media platforms, staff and students shall operate in recognition and observance of such concerns as privacy, data protection, security and reputation.
- c) Staff and students' use of social media shall demonstrate a duty to protect and advance the values of the Constitution of the Republic of Kenya and its own values of human rights and dignity.
- d) The Head, DCAPR and the Director/Head of Information Communication Technology shall develop minimum standards and guidelines for the creation and management of official social media accounts for the transaction of University activities.

7.0 CORPORATE ADVERTISING

The following communication media shall be used to do corporate advertisements to cut down on cost, while still maximizing on University publicity.

7.1 University Website

- a) The Head DCAPR shall coordinate all advertising on the Machakos University website in accordance with the Branding and Identity Style Guide and ICT policies of the University.
- b) The University website shall have a specific visible and optimized holder for making advertisements of events, functions and public notices.
- c) To increase visibility, the University shall ensure partnering with other institutions to have back links on their websites.

7.2 Social Media

- a) The University shall use social media platforms for advertising programmes, innovations, events and activities.
- b) The University may consider sponsoring pages or paying for adverts in social media groups like Facebook, Twitter, Instagram etc.
- c) The University may do digital adverts through influential bloggers who will advertise the University through their websites.
- d) Google ads and YouTube clips shall also be considered as outlets for advertisement of the University as approved from time to time by the University Management.

8.0 POLICY MONITORING AND EVALUATION

The University shall ensure monitoring and evaluation of the effectiveness of this Policy through the Department of Corporate Affairs and Public Relations which

shall be responsible to the Vice-Chancellor for the implementation of the communication Policy. Consequently, the Department shall:

- a) Develop, share and maintain specific standards, guidelines, strategies and mechanisms for monitoring and evaluating this Policy;
- b) Undertake regular checks on implementation of the Policy;
- c) Carry out annual evaluation on the implementation of the Policy;
- d) Use the information in the Policy for planning and management of communication in the University; and
- e) Routine monitoring and evaluation of the implementation status of Policy and proposing potential areas for review.

9.0 POLICY REVIEW

This Policy shall be reviewed after every five (5) years or when a need arises in order to align it to emerging global, regional and national trends in communication.