



For an Open Mind

UNIVERSAL TECHNOLOGY AND MANAGEMENT UNIVERSITY

UTAMU

UTAMU Stakeholders' Engagement Policy, 2026.

LIST OF ABBREVIATIONS

- UTAMU**: Universal Technology and Management University
- SEP** : Stakeholders' Engagement Policy
- SEC** : Stakeholder Engagement Committee
- VC** : Vice Chancellor
- PR** : Public Relations
- NCHE**: National Council for Higher Education
- MoES**: Ministry of Education and Sports
- NITA-U**: National Information Technology Authority – Uganda
- QA** : Quality Assurance
- R&I** : Research and Innovation
- MoU** : Memorandum of Understanding
- CSR** : Corporate Social Responsibility
- ICT** : Information and Communication Technology
- NGO** : Non-Governmental Organization
- PPP** : Public–Private Partnership
- HEI** : Higher Education Institution
- MDAs**: Ministries, Departments, and Agencies

DEFINITIONS OF TERMS

Term	Definition
Alumni	Graduates of UTAMU
Collaboration	The process through which UTAMU and one or more stakeholders work together to achieve shared objectives in education, research, innovation, or community development
Committee	A formally constituted group appointed by UTAMU to perform specific stakeholder engagement functions
Community	Groups, organizations, or populations within the local, national, or global environment affected by or interacting with UTAMU activities
Coordinators	Persons designated by UTAMU to oversee or implement stakeholder engagement activities
Engagement	A continuous two-way process through which UTAMU communicates, consults, collaborates, and partners with stakeholders
Stakeholder	Any individual, group, institution, or organization that influences or is influenced by UTAMU activities, programmes, or decisions
Stakeholder Engagement	The structured process through which UTAMU involves stakeholders in dialogue, decision-making, collaboration, and information exchange
Evaluation	The systematic assessment of stakeholder engagement activities to determine effectiveness, impact, and alignment with objectives
Internal Stakeholders	Members of the UTAMU community including students, staff, management, governance organs, and alumni
External Stakeholders	Individuals, institutions, organizations, industries, communities, or bodies outside UTAMU whose interests relate to UTAMU activities
Policy	A set of principles, guidelines, and procedures adopted by UTAMU to guide stakeholder engagement
University	UTAMU
Media	Communication channels or organizations that disseminate information about UTAMU to the public
Partnership	A formal or informal cooperative relationship between UTAMU and stakeholders to achieve mutual benefit
Public Relations	The UTAMU function responsible for managing communication and relationships with stakeholders

1.0 INTRODUCTION

1.1 BACKGROUND

UTAMU is a private higher education institution incorporated on 30 August 2012 as a company limited by shares under the Companies Act of Uganda. The University was granted a provisional licence by the National Council for Higher Education (NCHE) on 11 March 2013 and subsequently gazetted as a licensed university in Uganda.

UTAMU was established to make a distinctive contribution to the training of technology and management professionals in Uganda and globally through high-quality education, research, innovation, consultancy, and knowledge transfer. From its inception, the University was envisioned as a global institution with strong linkages to industry, government, and international partners, and with the long-term strategic objective of evolving into a multi-campus university with global reach.

The University operates within an urban innovation ecosystem in Kampala, providing market-relevant academic programmes in management, computing, engineering, law, and related disciplines. UTAMU promotes applied research, entrepreneurship, and technology transfer partnerships to support economic transformation and digital development in Uganda and beyond.

Over time, UTAMU has expanded its academic offerings and partnerships while strengthening its positioning as a technology and management-focused research-intensive university. The institution collaborates with stakeholders including students, staff, alumni, industry, professional bodies, government agencies, communities, development partners, and international collaborators whose contributions shape its programmes, research agenda, and innovation initiatives.

The University recognizes that structured and coordinated stakeholder engagement is essential for strengthening partnerships, enhancing institutional relevance, supporting resource mobilization, and responding effectively to stakeholder expectations. In alignment with its Statutes, Policies, and the Strategic Plan, and with Uganda's higher education regulatory framework, UTAMU has developed this Stakeholders' Engagement Policy to guide the University's engagement with stakeholders in a transparent, inclusive, and mutually beneficial manner.

1.2 SCOPE

This Stakeholders' Engagement Policy applies to all UTAMU stakeholders and governs engagement across all University activities, programmes, units, and partnerships. The Policy

covers both internal and external stakeholders, including students, staff, alumni, governing bodies, government and regulatory agencies, industry and private sector partners, communities, civil society, development partners, academic institutions, and international collaborators.

The Policy shall apply to all UTAMU schools, directorates, departments, centres, projects, and campuses in relation to their interactions with stakeholders. Stakeholder engagements shall be undertaken through formal or informal mechanisms, including Memoranda of Understanding (MoUs), partnership agreements, consultative forums, outreach programmes, and collaborative initiatives, in compliance with applicable national laws, regulatory requirements, and UTAMU institutional policies.

The scope of this Policy is to:

- Provide principles and guidelines for stakeholder engagement at UTAMU
- Form part of UTAMU institutional philosophy, governance, and operational practices
- Apply to all University functions, including teaching, research, innovation, consultancy, and community engagement
- Identify areas of collaboration and mutual interest between UTAMU and stakeholders
- Identify areas of divergence and mechanisms for resolving differences
- Reflect the values and expectations of communities and stakeholders affected by UTAMU activities
- Promote transparency, accountability, inclusiveness, and mutual benefit in stakeholder relations

This Policy supports UTAMU's strategic objective of strengthening partnerships and stakeholder collaboration to enhance institutional excellence and societal impact.

2.0 UTAMU INSTITUTIONAL FRAMEWORK

2.1 VISION

To be a global educational institution in Management, Science, Technology and Innovation.

2.2 MISSION

To provide global quality education, research and innovation critical to economic and human development.

2.3 CORE VALUES

Uganda Technology and Management University upholds the following core values that guide its operations, stakeholder relations, and institutional culture:

- **Professionalism** — Commitment to excellence, competence, and ethical conduct in all University activities and engagements.
- **Integrity** — Upholding honesty, accountability, and fairness in decision-making and relationships.
- **Transparency** — Openness in communication, governance, and institutional processes.
- **Creativity** — Promotion of innovation, critical thinking, and problem-solving in education and research.
- **Empowerment** — Enabling students, staff, and stakeholders to achieve their potential and contribute to societal development.

These values provide the foundation for UTAMU's engagement with stakeholders and guide all collaborative and partnership activities under this Policy.

3.0 POLICY STATEMENT

UTAMU is committed to providing high-quality, innovative, and market-relevant academic programmes and research initiatives that respond to societal needs and contribute to national and global development. The University promotes an enabling environment for teaching, learning, research, innovation, and consultancy through collaboration with diverse stakeholders, including students, staff, industry, government, communities, and international partners.

UTAMU recognizes that its academic programmes, research outputs, innovation initiatives, and community engagement activities generate knowledge, skills, and technologies that must be shared and applied in collaboration with stakeholders. Effective stakeholder engagement is therefore essential to ensure that University activities remain relevant, responsive, and impactful.

This Stakeholders' Engagement Policy establishes the framework for UTAMU's engagement with stakeholders at local, national, regional, and international levels. It supports the implementation of the University Strategic Plan and reinforces UTAMU's commitment to partnerships, collaboration, and innovation-driven development.

The Policy emphasizes structured, transparent, and mutually beneficial engagement between the University and its stakeholders. It ensures that interactions between UTAMU members and stakeholders are conducted professionally and ethically, in alignment with institutional values and regulatory requirements. The Policy also promotes a collaborative approach that creates shared value, strengthens relationships, and advances the University's mission and vision.

4.0 STAKEHOLDER ENGAGEMENT

Stakeholders are individuals, groups, institutions, or organizations that influence or are influenced by UTAMU's activities, programmes, decisions, or performance. These stakeholders play a vital role in supporting the University's teaching, research, innovation, and community engagement functions and in enhancing its contribution to national and global development.

UTAMU recognizes that effective stakeholder engagement strengthens institutional relevance, promotes collaboration, supports innovation, and enhances quality education and research. The University therefore adopts a structured approach to engaging with stakeholders through communication, consultation, collaboration, and partnership mechanisms that create mutual value and shared outcomes.

Stakeholder engagement at UTAMU provides a platform for dialogue, knowledge exchange, partnership development, and joint initiatives that contribute to academic excellence, innovation ecosystems, and societal transformation.

4.1 AIMS OF STAKEHOLDER ENGAGEMENT

The stakeholder engagement at UTAMU aims to:

- Promote an inclusive, responsive, and stakeholder-centered University environment
- Enhance the relevance and accessibility of higher education and research
- Strengthen partnerships with industry, government, and communities
- Support innovation, entrepreneurship, and technology transfer
- Facilitate delivery of academic and research programmes aligned with societal and labour-market needs
- Build sustainable local, regional, and international collaborations
- Enhance UTAMU's contribution to economic and human development

4.2 PRINCIPLES OF STAKEHOLDER ENGAGEMENT

Stakeholder engagement at UTAMU shall be guided by the following principles:

- **Transparency and Information Sharing:** UTAMU shall provide timely and accurate information to stakeholders regarding University programmes, initiatives, and decisions to enable meaningful participation and collaboration.
- **Participation and Inclusiveness:** Stakeholders shall be given opportunities to participate in consultations, decision-making processes, and collaborative activities that affect or relate to the University.
- **Open and Honest Communication:** UTAMU shall maintain open, respectful, and professional communication channels with all stakeholders to foster trust and mutual understanding.
- **Respect for Diversity:** The University shall respect diverse stakeholder perspectives, cultures, expertise, and interests, recognizing the value of inclusive engagement.
- **Collaboration and Partnership:** UTAMU shall build sustainable partnerships with stakeholders through formal and informal collaboration mechanisms, including Memoranda of Understanding and joint initiatives.
- **Feedback and Responsiveness:** The University shall establish mechanisms for receiving, considering, and responding to stakeholder feedback to improve programmes, services, and engagement practices.

- **Continuous Improvement:** Stakeholder engagement processes shall be regularly reviewed and strengthened to respond to evolving stakeholder needs and expectations.
- **Innovation and Knowledge Sharing:** UTAMU shall promote the dissemination and application of knowledge, research outputs, and technological innovations for the benefit of stakeholders and society.
- **Empowerment and Mutual Benefit:** Engagement activities shall empower stakeholders and promote shared value creation, sustainable development, and improved livelihoods.
- **Accountability and Ethical Conduct:** All stakeholder engagements shall be conducted in accordance with UTAMU values, institutional policies, and applicable laws and regulations.

4.3 OBJECTIVES OF THE POLICY

The objectives of the UTAMU Stakeholders' Engagement Policy are to:

- Establish clear principles, structures, and guidelines for effective stakeholder engagement across the University.
- Promote positive, transparent, and mutually beneficial relationships between UTAMU and its stakeholders.
- Strengthen communication and collaboration between the University and internal and external stakeholders.
- Support strategic planning, decision-making, and institutional development through stakeholder input.
- Identify opportunities and risks arising from stakeholder interactions and partnerships
- Enhance the relevance, quality, and impact of UTAMU teaching, research, innovation, and community engagement activities.
- Facilitate sustainable partnerships and collaborative initiatives at local, national, regional, and international levels.
- Establish and maintain a database and records of stakeholder engagements and partnerships.
- Promote stakeholder participation in achieving UTAMU strategic objectives and societal impact.

5.0 STAKEHOLDER IDENTIFICATION

UTAMU stakeholders are categorized as internal and external groups based on their relationship with, influence on, and interest in the University's activities and performance. Stakeholders are identified, prioritized, and engaged based on their roles, levels of influence, expectations, and strategic relevance to the University.

Stakeholder relationships shall be nurtured and monitored through structured communication channels, partnerships, consultations, and collaborative initiatives in alignment with UTAMU's strategic objectives and institutional mandate.

5.1 INTERNAL STAKEHOLDERS

Internal stakeholders are members of the UTAMU community who directly participate in or are affected by the University's governance, academic, administrative, and operational activities. These include:

- Students

- Alumni
- Academic staff
- Administrative and support staff
- University Management
- University Senate
- University Council
- Board of Directors

5.2 EXTERNAL STAKEHOLDERS

External stakeholders are individuals, institutions, organizations, or groups outside UTAMU whose interests, activities, or influence relate to the University's operations, programmes, or impact. These include:

- Ministries Departments and Agencies (MDAs)
- Industry and private sector organizations
- Professional, regulatory and accreditation bodies
- Communities and civil society organizations
- Development partners and funding agencies
- Universities and research institutions
- International collaborators and partners
- Media organizations
- Employers and labour market actors
- Non-governmental organizations (NGOs)

Stakeholders shall be analyzed and prioritized based on their level of influence, interest, and potential impact on UTAMU activities. A detailed stakeholder analysis matrix aligned with the UTAMU Strategic Plan shall be maintained and periodically updated by the Public Relations Office in collaboration with relevant University units.

5.3 METHODS OF STAKEHOLDER ENGAGEMENT

The following stakeholder engagement matrix outlines how UTAMU will engage different categories of stakeholders in order to support its strategic objectives in education, research, innovation, and community impact.

5.3.1 Engagement with Internal Stakeholders

Stakeholder Type	Engagement Methods
Students	Student leadership meetings; student forums; surveys and feedback platforms; academic advising sessions; digital communication platforms; social media; University website; workshops and seminars; career and innovation events; public lectures

Alumni	Alumni forums; networking events; mentorship programmes; newsletters; social media engagement; alumni association activities; fundraising initiatives
Administrative & Support Staff	Staff meetings; internal memos; training and capacity-building workshops; performance appraisals; internal communication platforms; retreats and team-building activities
University Management	Management meetings; strategic planning retreats; policy consultations; institutional reporting; stakeholder consultations; governance sessions
University Senate	Senate meetings; academic policy reviews; programme approval sessions; academic planning consultations; quality assurance reviews
University Council	Council meetings; strategic and financial reviews; policy approvals; stakeholder advisory consultations; governance forums
Board of Directors	Board meetings; strategic oversight sessions; institutional performance reviews; investment and partnership discussions

6.3.2 Engagement with External Stakeholders

Stakeholder Type	Engagement Methods
Government Ministries, Departments, and Agencies (MDAs)	Policy consultations; joint programmes; Partnerships and MOUs, consultancy services, joint research and innovation projects, official correspondences
Industry & Private Sector	Partnerships and MoUs; internships and placements; joint research and innovation projects; industry advisory boards; consultancy services; innovation hubs; career fairs
Professional, Regulatory & Accreditation Bodies	Curriculum consultations; accreditation reviews; professional forums; joint events; standards alignment meetings; compliance reporting; technical advisory meetings; regulatory reviews
Communities & Civil Society	Community outreach programmes; CSR initiatives; training workshops; public lectures; consultative forums; community innovation projects

Development Partners & Donors	Project partnerships; funding agreements; joint programmes; progress reviews; reporting meetings; capacity-building initiatives
Universities & Research Institutions	Academic collaborations; joint research; conferences and workshops; exchange programmes; publications; MoUs
International Collaborators	International partnerships; joint research; exchange programmes; global conferences; visiting scholars; collaborative grants
Media	Press releases; media briefings; interviews; public awareness campaigns; publicity events; digital media engagement
Employers & Labour Market Actors	Employer forums; curriculum consultations; internship coordination; tracer studies; industry feedback sessions; recruitment events

6.0 ADMINISTRATION OF THE STAKEHOLDERS' ENGAGEMENT POLICY

The administration and implementation of the UTAMU Stakeholders' Engagement Policy shall be vested in the Office of the Vice Chancellor.

The Public Relations Office shall be the responsible unit for coordinating and facilitating stakeholder engagement activities across the University. The Public Relations Office shall act as the liaison between UTAMU and its stakeholders and shall support all University units in planning, implementing, and monitoring stakeholder engagement initiatives.

Stakeholder engagement activities shall be implemented through the Stakeholder Engagement Committee (SEC) in collaboration with relevant schools, directorates, departments, institutes and centres of the University.

The Public Relations Office shall coordinate communication with stakeholders in accordance with the UTAMU Communication Policy and institutional communication procedures.

Where necessary, the Vice Chancellor may appoint ad hoc committees or designate specific units or officers to undertake specialized stakeholder engagement activities or partnerships within defined timeframes.

All stakeholder engagement activities at UTAMU shall be aligned with the University Strategic Plan, institutional statutes and policies, and applicable regulatory requirements.

6.1 STAKEHOLDER ENGAGEMENT COMMITTEE (SEC)

UTAMU shall establish a SEC responsible for planning, coordinating, and monitoring all stakeholder engagement activities of the University.

The Committee shall operate under the authority of the Vice Chancellor and shall work in collaboration with relevant University units to ensure effective implementation of this Policy. The Chairperson may co-opt any member of the University or external expert with relevant expertise when necessary to support stakeholder engagement activities.

6.2 COMPOSITION OF THE COMMITTEE

The Stakeholder Engagement Committee shall comprise:

- Vice Chancellor — Chairperson
- Directors of Directorates, Institutes and Centres
- Academic Registrar
- Deans of Schools
- Head, Public Relations Office — Secretariat

6.3 MANDATE OF THE COMMITTEE

The Stakeholder Engagement Committee shall:

- Plan and coordinate all University stakeholder engagement activities
- Develop and review stakeholder engagement guidelines and frameworks
- Mobilize resources for stakeholder engagement initiatives
- Maintain and update the University stakeholder database
- Monitor and evaluate stakeholder engagement activities and partnerships
- Prepare quarterly and annual stakeholder engagement reports
- Advise Management and Council on stakeholder engagement matters
- Support implementation and periodic review of this Policy

6.4 FINANCIAL PROVISIONS FOR STAKEHOLDER ENGAGEMENT

- I. UTAMU shall allocate financial resources annually to support stakeholder engagement activities in accordance with institutional planning and budgeting processes. The University Council shall approve budgetary provisions for stakeholder engagement as part of the University's operational and strategic budgets.
- II. Stakeholder engagement initiatives undertaken by University units, projects, or committees shall be funded through approved UTAMU budget allocations or

through externally mobilized resources in accordance with University financial regulations and partnership agreements.

- III. The Stakeholder Engagement Committee, in collaboration with the Public Relations Office and relevant University units, may mobilize additional financial or in-kind support from partners, donors, industry, or collaborators to support stakeholder engagement programmes, provided such support complies with UTAMU policies and applicable laws.
- IV. All stakeholder engagement activities involving joint implementation between UTAMU and external stakeholders shall be governed by formal agreements specifying financial responsibilities, resource contributions, roles, and expected outcomes. Such agreements shall be approved in accordance with UTAMU partnership and financial procedures.
- V. All funds allocated or mobilized for stakeholder engagement shall be managed in accordance with UTAMU financial management policies, accountability standards, and audit requirements to ensure transparency, prudence, and effective utilization.

6.5 GUIDELINES FOR IMPLEMENTATION OF THE POLICY

This Stakeholders' Engagement Policy shall guide stakeholder engagement across all UTAMU activities and operations. The Policy shall be applied in accordance with institutional procedures, stakeholder categories, and engagement objectives.

The following guidelines shall govern the application of this Policy:

- Stakeholder engagement shall be integrated into UTAMU strategic planning, programme development, research, innovation, outreach, and partnership activities.
- All University units shall identify relevant stakeholders in their areas of operation and engage them in accordance with this Policy.
- Stakeholder engagement shall be undertaken during development or review of academic programmes, institutional strategies, policies, and major University initiatives.
- Stakeholder consultations shall be conducted in activities requiring stakeholder participation, including curriculum development, research projects, internships, innovation programmes, outreach initiatives, and institutional events.

- Formal stakeholder engagements involving partnerships, collaborations, or joint activities shall be governed by Memoranda of Understanding (MoUs) or other approved agreements.
- Stakeholder engagement activities shall be documented and reported through the Public Relations Office and Stakeholder Engagement Committee.
- All engagements shall comply with UTAMU policies, ethical standards, and regulatory requirements.
- Units undertaking stakeholder engagement shall ensure alignment with UTAMU values of professionalism, integrity, transparency, creativity, and empowerment.
- Stakeholder engagement processes shall ensure inclusiveness, participation, and respect for stakeholder diversity.
- Risks associated with stakeholder engagement shall be identified and managed in accordance with UTAMU risk management and quality assurance frameworks.

Detailed stakeholder-specific engagement guidelines/duties and procedures shall be provided in the Annexes to this Policy and updated periodically by the Stakeholder Engagement Committee.

7.0 INSURANCE AND INDEMNITY DURING STAKEHOLDER ENGAGEMENT ACTIVITIES

UTAMU recognizes that stakeholder engagement activities may involve staff, students, and external stakeholders participating in joint programmes, outreach, field activities, research collaborations, events, or partnership initiatives. The University shall ensure that such activities are conducted with appropriate risk management and insurance considerations.

UTAMU staff and students participating in approved stakeholder engagement activities as part of their official University duties shall be covered under applicable University insurance policies and duty-of-care provisions in accordance with UTAMU human resource and student welfare policies.

External stakeholders participating in joint stakeholder engagement activities with UTAMU shall not automatically be covered under the University's group insurance arrangements unless expressly provided for in a formal agreement or activity-specific insurance arrangement approved by the University.

Where stakeholder engagement activities involve significant operational, travel, fieldwork, or event-related risks, the responsible UTAMU unit shall conduct a risk assessment and, where

necessary, arrange appropriate insurance or indemnity measures in consultation with the University administration and in accordance with UTAMU risk management procedures. All stakeholder engagement activities shall be undertaken in compliance with applicable laws, safety standards, and University policies to ensure the protection of participants, property, and institutional reputation.

8.0 MONITORING, EVALUATION, AND QUALITY ASSURANCE IN STAKEHOLDER ENGAGEMENT

UTAMU shall ensure that all stakeholder engagement activities are planned, implemented, monitored, and evaluated in accordance with the University's Quality Assurance framework and institutional performance standards.

Stakeholder engagement initiatives shall incorporate appropriate monitoring and evaluation mechanisms to assess effectiveness, relevance, impact, and alignment with University strategic objectives. Each engagement activity or programme shall establish measurable indicators, feedback mechanisms, and reporting procedures to support continuous improvement.

The Stakeholder Engagement Committee, in collaboration with the Public Relations Office and relevant University units, shall oversee monitoring and evaluation of stakeholder engagement activities across the University. The Committee shall periodically review stakeholder engagement outcomes, partnerships, and collaborations to ensure they contribute to UTAMU teaching, research, innovation, and community impact goals.

Stakeholder engagement activities that form part of institutional performance plans or strategic initiatives shall be monitored through UTAMU performance management and quality assurance systems. Findings from monitoring and evaluation shall inform planning, decision-making, and policy review processes. UTAMU shall maintain documentation and evidence of stakeholder engagement activities, feedback, outcomes, and lessons learned to support institutional learning, accountability, and continuous enhancement of stakeholder relations.

9.0 REPORTING OF STAKEHOLDER ENGAGEMENT ACTIVITIES

UTAMU shall establish structured reporting mechanisms to ensure accountability, coordination, and continuous improvement of stakeholder engagement activities across the institution. The Public Relations Office shall coordinate the collection, documentation, and consolidation of stakeholder engagement plans and activities from all University units,

projects, and committees. Units undertaking stakeholder engagement shall submit periodic reports to the Public Relations Office in accordance with UTAMU reporting procedures.

The Stakeholder Engagement Committee shall review stakeholder engagement plans and activities and prepare consolidated quarterly and annual stakeholder engagement reports for submission to University Management and the University Council. Reports shall highlight key engagements, partnerships, outcomes, challenges, and recommendations for improvement.

Stakeholder engagement reporting shall consider the impact of engagements on institutional reputation, stakeholder relationships, academic programmes, research, innovation, and community engagement objectives. Lessons learned from stakeholder engagement activities shall be used to enhance future engagement strategies and institutional performance.

All stakeholder engagement records, agreements, and reports shall be maintained by the Public Relations Office as part of the University's institutional documentation and partnership database.

10.0 EFFECTIVE DATE

This Stakeholders' Engagement Policy shall take effect upon approval by the UTAMU Council in the year 2026 and shall thereafter be binding on all University units, staff, students, and stakeholders engaged with the University.

All stakeholder engagement activities undertaken by UTAMU from the effective date shall comply with the provisions of this Policy.

11.0 POLICY REVIEW

This Stakeholders' Engagement Policy shall be reviewed every five (5) years or earlier as may be necessary to ensure its continued relevance, effectiveness, and alignment with UTAMU strategic priorities, regulatory requirements, and stakeholder environment.

The Stakeholder Engagement Committee, in collaboration with the Public Relations Office and relevant University units, shall initiate and coordinate the review process. Proposed revisions shall be submitted to University Management and the University Council for consideration and approval.

Policy reviews shall take into account:

- Changes in UTAMU strategic direction or institutional structure
- Developments in national or international higher education regulations
- Emerging stakeholder needs and expectations
- Lessons learned from stakeholder engagement implementation

- Monitoring and evaluation findings

Any approved revisions to this Policy shall be communicated to all UTAMU stakeholders and implemented in accordance with institutional procedures.

[Faint signature]

Signed on this.....27th.....day of..... March 2026

By:



Chairperson, University Council



Vice Chancellor

ANNEX 1: UTAMU STAKEHOLDER ENGAGEMENT POLICY RISK MATRIX

S/N	Risk Event	Risk Factors	Potential Effects	Likelihood (1-5)	Impact (1-5)	Proposed Mitigation Measures	Responsible Office
1	Weak partnerships and collaborations	Low stakeholder participation; unclear engagement structures; limited coordination	Reduced partnerships; limited innovation and collaboration opportunities	3	4	Strengthen stakeholder engagement framework; enhance partnerships and MoUs; active stakeholder forums	Vice Chancellor; Public Relations Office
2	Insufficient funding for stakeholder engagement	Limited institutional budget; low external funding; competing priorities	Reduced outreach, partnerships, and engagement activities	3	4	Allocate annual engagement budget; mobilize partner funding; integrate engagement in projects	University Council; Finance Department/ Office of University Controller; Public Relations Office
3	Ineffective outreach and CSR programmes	Weak planning; limited community engagement capacity; poor monitoring	Low community impact; weak institutional reputation	2	4	Improve planning and monitoring of outreach; strengthen community partnerships; annual evaluation	Public Relations Office; Schools; Dean Graduate School
4	Loss of stakeholder confidence in UTAMU	Poor communication; unmet expectations; weak feedback mechanisms	Reduced trust; damaged reputation; reduced partnerships	2	5	Strengthen communication channels; stakeholder feedback systems; responsive engagement	Vice Chancellor; Public Relations Office
5	Non-compliance with regulatory or partnership obligations	Weak coordination; lack of awareness of requirements	Legal risks; partnership termination; reputational damage	2	5	Compliance monitoring; partnership management procedures; training of units	Academic Registrar; Public Relations Office; University Secretary

6	Poor documentation of stakeholder engagements	Lack of reporting culture; fragmented records	Loss of institutional memory; weak monitoring	3	3	Maintain stakeholder database; standardized reporting templates	Public Relations Office
7	Conflicts with stakeholders	Divergent expectations; unclear agreements	Disputes; project failure; reputational harm	2	4	Clear MoUs; conflict resolution mechanisms; regular consultations	Vice Chancellor; Public Relations Office;
8	Low industry engagement in academic programmes	Weak industry links; outdated curricula	Graduate unemployment; reduced relevance	3	5	Industry advisory boards; internships; curriculum consultations	DVC responsible for Academic Affairs; Schools;
9	Weak alumni engagement	Poor alumni database; limited engagement platforms	Lost networking and funding opportunities	3	3	Alumni tracking system; alumni events; mentorship programmes	Public Relations Office; Alumni/Convocation Office
10	Negative media exposure	Poor crisis communication; misinformation	Reputational damage	2	5	Media engagement strategy; rapid response protocol	Public Relations Office; Vice Chancellor

ANNEX 2: DUTIES OF MANAGEMENT AND STAKEHOLDERS

Annex 2(i): Duties of UTAMU Management

The duty of UTAMU Management is to ensure effective implementation of the Stakeholders' Engagement Policy through leadership, coordination, and resource provision. Management shall integrate stakeholder engagement into institutional governance, strategy, and operations to support sustainable partnerships and institutional development.

UTAMU Management shall:

- Provide leadership and oversight for stakeholder engagement across the University
- Allocate adequate financial, human, and logistical resources for stakeholder engagement activities
- Establish systems and structures for stakeholder consultation, communication, and feedback
- Ensure stakeholder engagement is integrated into planning, academic programmes, research, innovation, and outreach
- Support monitoring, evaluation, and reporting of stakeholder engagement activities

- Promote a culture of transparency, collaboration, and accountability in stakeholder relations
- Ensure compliance with UTAMU policies, agreements, and regulatory requirements in stakeholder engagements
- Strengthen institutional partnerships and collaboration frameworks
- Maintain institutional stakeholder databases and engagement records

Annex 2(ii): Duties of Stakeholders

UTAMU recognizes stakeholders as key partners in achieving its mission and strategic objectives. Stakeholders interacting with the University are expected to engage responsibly and collaboratively, in accordance with the University's institutional values and principles of good governance.

Stakeholders shall:

- Engage with UTAMU in good faith, transparency, and mutual respect
- Respect UTAMU policies, regulations, and governance structures
- Participate constructively in consultations, partnerships, and collaborative initiatives
- Fulfill obligations under agreements, partnerships, or collaborations with the University
- Provide feedback and input to support the improvement of UTAMU programmes and services
- Respect intellectual property, confidentiality, and ethical standards in engagements
- Promote positive relationships and shared value creation with the University
- Comply with applicable laws and regulations governing their engagement with UTAMU

Annex 2(iii): Duties of Employees

UTAMU recognizes its employees as key internal stakeholders and critical ambassadors of the University in all stakeholder engagements. Employees are expected to uphold UTAMU values and contribute to constructive, ethical, and professional relationships with stakeholders.

UTAMU employees shall:

- Perform their duties with professionalism, integrity, and accountability in all interactions with stakeholders
- Comply with UTAMU policies, procedures, and codes of conduct in stakeholder engagement activities
- Treat stakeholders with respect, fairness, and cultural sensitivity
- Support and participate in stakeholder engagement initiatives relevant to their roles and responsibilities
- Provide accurate and timely information to stakeholders through approved communication channels
- Protect confidentiality and intellectual property in all stakeholder engagements
- Avoid conflicts of interest and disclose any potential conflicts in stakeholder relationships
- Promote UTAMU programmes, research, innovation, and partnerships responsibly
- Participate in professional development to strengthen stakeholder engagement competencies
- Maintain ethical standards in collaborations, partnerships, and consultancy activities
- Report stakeholder feedback, issues, or risks through appropriate institutional channels
- Safeguard the reputation and interests of UTAMU in all external engagements

UTAMU shall support employees in fulfilling these duties by providing appropriate working conditions, professional development opportunities, clear communication channels, and institutional support for stakeholder engagement activities.

Annex 2(iv): Duties of Customers

UTAMU recognizes its customers as key stakeholders who receive and utilize the University's academic, research, innovation, consultancy, and professional services. UTAMU customers include students, parents/guardians, trainees, research or consultancy clients, and other beneficiaries of University programmes and services.

Customers engaging with UTAMU are expected to uphold mutual respect, cooperation, and responsible participation in order to ensure effective service delivery and sustainable institutional relationships.

UTAMU customers shall:

- Engage with the University in good faith, honesty, and mutual respect
- Comply with UTAMU policies, procedures, and contractual obligations relevant to services received
- Provide accurate and complete information required for service provision
- Respect UTAMU intellectual property, facilities, and resources
- Use UTAMU services, programmes, and facilities responsibly and ethically
- Fulfill financial or contractual obligations related to services provided by the University
- Participate constructively in feedback and evaluation processes to support service improvement
- Respect academic integrity and ethical standards in academic or professional engagements
- Avoid misuse or misrepresentation of UTAMU programmes, certifications, or outputs
- Comply with applicable laws and regulations governing their engagement with UTAMU

UTAMU commits to delivering quality services and maintaining transparent, fair, and professional relationships with its customers in accordance with institutional values and policies.

Annex 2(v): Guidelines for Suppliers

UTAMU recognizes suppliers as important external stakeholders who provide goods, works, and services that support the University's teaching, research, innovation, and operational functions. UTAMU is committed to maintaining fair, transparent, and ethical relationships with suppliers in accordance with procurement laws, institutional policies, and principles of good governance.

Suppliers engaging with UTAMU shall adhere to the following guidelines:

- Comply with all applicable procurement laws, regulations, and UTAMU procurement policies and procedures
- Provide goods, works, and services that meet agreed quality, safety, and performance standards
- Deliver goods and services within agreed timelines and contractual terms
- Maintain honesty, transparency, and integrity in all transactions with the University
- Avoid conflicts of interest and declare any potential conflicts in procurement or contractual processes
- Respect UTAMU confidentiality requirements and protect institutional information
- Comply with contractual obligations and agreed pricing structures
- Refrain from offering or accepting improper inducements, gifts, or benefits in relation to UTAMU procurement processes
- Respect intellectual property rights associated with UTAMU projects, research, or innovations
- Adhere to ethical, labour, environmental, and legal standards in their operations

- Cooperate with UTAMU monitoring, evaluation, and audit processes where required

UTAMU shall treat all suppliers fairly and equitably, ensure transparent procurement processes, honour contractual obligations, and maintain professional supplier relationships consistent with institutional policies and applicable laws.

Annex 2(vi): Guidelines for Business Contractors

UTAMU recognizes business contractors as key stakeholders involved in the execution of works, services, infrastructure development, and specialized technical activities that support the University's operations and development. UTAMU is committed to ensuring that contractors operate in a safe, ethical, and professional manner consistent with contractual obligations, labour standards, and institutional values.

Business contractors engaged by UTAMU shall adhere to the following guidelines:

- Comply with all contractual terms, technical specifications, and UTAMU procurement requirements
- Deliver contracted works and services within agreed timelines, quality standards, and budgets
- Adhere to applicable labour, occupational health and safety, and environmental regulations
- Ensure fair remuneration and lawful working conditions for their employees and subcontractors
- Maintain safe work practices and comply with UTAMU campus safety and security procedures
- Respect UTAMU property, facilities, and operational environment during project execution
- Protect UTAMU's confidential information and intellectual property associated with projects
- Avoid conflicts of interest and declare any potential conflicts in contractual engagements
- Refrain from fraudulent, corrupt, or unethical practices in all dealings with UTAMU
- Cooperate with UTAMU supervision, inspection, monitoring, and evaluation processes
- Provide warranties, documentation, and compliance certifications as required under contracts

UTAMU shall treat all contractors fairly and transparently, provide clear contractual requirements, ensure timely supervision and approvals, and honour payment obligations in accordance with agreed terms and institutional procedures.

Annex 2(vii): Guidelines for Joint Venture Partners

UTAMU recognizes joint venture partners as strategic stakeholders involved in collaborative projects, investments, research initiatives, innovation programmes, or institutional development activities undertaken jointly with the University. UTAMU is committed to building equitable, transparent, and mutually beneficial joint ventures that advance shared goals in education, research, innovation, and societal impact.

Joint venture partners engaging with UTAMU shall adhere to the following guidelines:

- Collaborate with UTAMU in good faith, mutual respect, and transparency in all joint venture activities.
- Comply with applicable laws, regulations, and UTAMU policies governing partnerships and collaborations.
- Respect UTAMU governance structures and agreed decision-making processes in joint initiatives.

- Fulfill agreed roles, responsibilities, and resource commitments under joint venture agreements.
- Protect confidentiality and intellectual property rights associated with joint projects and innovations.
- Ensure ethical conduct, fair practices, and avoidance of conflicts of interest in joint activities.
- Support knowledge sharing, capacity building, and mutual learning within joint ventures.
- Promote sustainability, social responsibility, and stakeholder value in joint venture operations.
- Participate in monitoring, evaluation, and reporting of joint venture outcomes.
- Refrain from actions that could harm UTAMU's reputation, interests, or legal standing.

UTAMU shall engage joint venture partners fairly and transparently, ensure clear agreements defining responsibilities and benefits, support collaborative planning and implementation, and promote equitable sharing of outcomes arising from joint ventures.

Annex 2(viii): Guidelines for Creditors

UTAMU recognizes creditors as important financial stakeholders who provide loans, credit facilities, financial services, or deferred-payment arrangements that support the University's operations and development. UTAMU is committed to maintaining fair, transparent, and responsible relationships with creditors in accordance with contractual obligations, financial regulations, and principles of good governance.

Creditors engaging with UTAMU shall adhere to the following guidelines:

- Enter into legally binding agreements with UTAMU that clearly define financial terms, obligations, and repayment conditions.
- Conduct financial transactions with the University transparently, ethically, and in good faith.
- Provide accurate and complete financial information relevant to credit arrangements
- Respect UTAMU confidentiality requirements and protect institutional financial information.
- Comply with applicable financial, banking, and regulatory laws governing credit transactions.
- Avoid coercive, unethical, or unlawful practices in credit or debt-related engagements with UTAMU.
- Cooperate with UTAMU financial management, reporting, and audit processes as required.
- Honour agreed contractual terms and conditions in all credit arrangements
- Support sustainable financial arrangements consistent with UTAMU's institutional capacity and obligations.

UTAMU shall treat all creditors equitably and transparently, enter into credit arrangements in accordance with institutional approval procedures, honour repayment obligations as agreed, and maintain responsible financial management practices consistent with applicable laws and University policies.

Annex 2(ix): Guidelines for the Community

UTAMU recognizes the community as a key stakeholder and partner in advancing education, innovation, and sustainable development. The University is committed to contributing to

community empowerment, social well-being, environmental sustainability, and economic development through its teaching, research, innovation, and outreach activities.

UTAMU shall engage with communities at local, national, and international levels in a responsible, inclusive, and mutually beneficial manner. Community stakeholders interacting with UTAMU shall adhere to the following guidelines:

- Participate collaboratively in UTAMU outreach, training, innovation, and community development initiatives.
- Respect UTAMU facilities, programmes, and institutional processes during engagement activities.
- Provide feedback, perspectives, and local knowledge to support University programmes and research.
- Cooperate with UTAMU in implementing community-based projects and partnerships
- Support peaceful coexistence and constructive relationships with the University community.
- Participate in consultation forums, outreach activities, and development programmes organized by UTAMU.
- Respect environmental and safety standards during joint activities with the University
- Avoid misuse of UTAMU programmes, services, or resources provided to the community.
- Comply with applicable laws and regulations in engagements with UTAMU.

UTAMU shall support community development through education, skills training, innovation transfer, entrepreneurship support, and socially responsible initiatives. The University shall promote community participation in relevant programmes, provide opportunities for collaboration, and maintain open channels for community feedback, concerns, and suggestions.

Annex 2(x): Guidelines for Government Ministries, Departments and Agencies (MDAs)

UTAMU recognizes MDAs as key stakeholders in the higher education sector and in national development. The University operates under the regulatory oversight of Government institutions and collaborates with them in education, research, innovation, policy development, and community programmes. UTAMU is committed to maintaining lawful, transparent, and cooperative relationships with all Government agencies.

Government agencies engaging with UTAMU shall adhere to the following guidelines:

- Engage with UTAMU in accordance with applicable national laws, regulations, and public sector procedures.
- Respect UTAMU governance structures, institutional autonomy, and academic processes.
- Collaborate with the University in education, research, innovation, and capacity-building initiatives.
- Provide regulatory guidance, policy direction, and technical support consistent with statutory mandates.
- Participate in consultations, meetings, and joint initiatives aimed at advancing national development goals.
- Share relevant information, feedback, or recommendations to support UTAMU compliance and improvement.
- Respect confidentiality and institutional information obtained through official engagement.
- Facilitate lawful approvals, certifications, or agreements required for UTAMU operations and partnerships.

- Avoid actions that may unduly interfere with UTAMU lawful operations or contractual engagements.

UTAMU shall cooperate with Government agencies by complying with applicable laws and regulations, providing technical expertise where appropriate, supporting national education and development initiatives, and maintaining open and constructive communication channels with Government stakeholders.

Annex 2(xi): Guidelines for the Media

UTAMU recognizes the media as an important stakeholder and partner in disseminating accurate information about the University to the public. The media plays a vital role in promoting transparency, public awareness, institutional reputation, and accountability. UTAMU is committed to maintaining open, professional, and mutually respectful relationships with media organizations in accordance with its Communication Policy and applicable laws.

Media stakeholders engaging with UTAMU shall adhere to the following guidelines:

- Report UTAMU information accurately, objectively, and responsibly.
- Seek clarification from the University through official communication channels before publication where necessary.
- Respect confidentiality and sensitive institutional information not designated for public disclosure.
- Engage with authorized UTAMU spokespersons or communication offices in matters concerning the University.
- Avoid dissemination of misleading, defamatory, or unverified information about UTAMU.
- Respect UTAMU intellectual property rights in publications, broadcasts, or digital content.
- Conduct media activities on UTAMU premises in accordance with University procedures and approvals.
- Support public awareness of UTAMU programmes, achievements, and contributions responsibly.
- Comply with applicable media laws, ethical standards, and professional codes of practice.

UTAMU shall provide the media with timely, accurate, and relevant information through approved communication channels, facilitate media access to institutional information and events where appropriate, and maintain constructive engagement with media stakeholders in accordance with its Communication Policy.

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

UTAMU recognizes civil society organizations, academic institutions, professional communities, and opinion leaders as important stakeholders in advancing knowledge, innovation, public discourse, and sustainable development. The University is committed to engaging these stakeholders in collaborative, transparent, and socially responsible partnerships that support education, research, innovation, and community impact.

Civil society actors, academic partners, and opinion leaders engaging with UTAMU shall adhere to the following guidelines:

- Collaborate with UTAMU in good faith, transparency, and mutual respect in all engagements and partnerships.
- Respect UTAMU governance structures, academic processes, and institutional policies

- Share knowledge, expertise, and perspectives to support UTAMU programmes, research, and innovation initiatives.
- Promote evidence-based dialogue, ethical conduct, and constructive public engagement relating to UTAMU activities.
- Respect confidentiality and intellectual property rights associated with UTAMU research, projects, and innovations.
- Participate in consultations, policy dialogues, research collaborations, and community initiatives with the University.
- Avoid misrepresentation or misuse of UTAMU information, partnerships, or institutional identity.
- Comply with applicable laws, ethical standards, and professional codes relevant to their engagement with UTAMU.
- Support socially responsible, environmentally sustainable, and inclusive initiatives aligned with UTAMU values.

UTAMU shall engage civil society organizations, academic institutions, and opinion leaders through collaborative research, policy dialogue, public lectures, knowledge dissemination, and community programmes. The University shall maintain open channels for consultation, feedback, and partnership development with these stakeholders in support of societal development and academic excellence.

Annex 2(xiii): Guidelines for Competitors

UTAMU recognizes other universities, higher education institutions, training providers, and organizations offering similar academic or professional services as competitors within the education and innovation sector. UTAMU is committed to maintaining fair, ethical, and lawful competition in accordance with national laws, higher education regulations, and principles of academic integrity.

Competitor institutions and organizations engaging with or interacting with UTAMU shall adhere to the following guidelines:

- Conduct competitive activities in a fair, lawful, and ethical manner consistent with higher education standards.
- Respect UTAMU intellectual property rights, academic content, research outputs, and institutional innovations.
- Avoid misrepresentation, defamation, or dissemination of false or misleading information about UTAMU.
- Refrain from unauthorized use of UTAMU branding, publications, curricula, or proprietary materials.
- Respect confidentiality of information obtained through collaborations, joint forums, or professional interactions.
- Engage in professional academic and institutional dialogue with mutual respect and integrity.
- Avoid anti-competitive practices that may unlawfully restrict fair competition in the education sector.
- Comply with applicable education laws, accreditation standards, and regulatory frameworks governing higher education.
- Honour ethical standards in collaborative initiatives, academic exchanges, or sector partnerships involving UTAMU.

UTAMU shall compete fairly and responsibly within the higher education sector, respect the rights and intellectual property of other institutions, and promote healthy academic competition that enhances quality, innovation, and societal impact in education.

ANNEX 3: UNIVERSITY STAKEHOLDERS IN STRATEGIC PLAN 2026–2031

S/N	Stakeholder Group	Stakeholder Expectations from UTAMU	UTAMU Expectations from Stakeholders
1	Students	Quality teaching and learning; relevant programmes; modern facilities; timely results; employability skills; supportive environment	Academic commitment; adherence to regulations; fee payment; participation in learning and innovation activities; positive representation of UTAMU
2	Academic Staff	Conducive teaching and research environment; professional development; fair remuneration; research support; academic freedom	Quality teaching and research; curriculum development; student mentorship; innovation and publications; institutional service
3	Administrative & Support Staff	Fair employment conditions; training opportunities; safe work environment; clear communication	Efficient service delivery; professionalism; compliance with policies; institutional support
4	University Management	Staff performance; institutional growth; stakeholder support; compliance with regulations	Strategic leadership; resource mobilization; governance oversight; policy implementation
5	University Senate, Council & Board of Directors	Achievement of strategic goals; financial sustainability; institutional reputation; compliance	Strategic direction; policy approval; oversight; resource mobilization; governance support
6	Alumni	Continued engagement; networking opportunities; institutional recognition; career support	Advocacy for UTAMU; mentorship; partnerships; financial and professional support
7	Government & Regulators (NCHE, MoES, NITA-U etc.)	Compliance with laws and standards; quality graduates; research contribution; national development support	Policy guidance; accreditation; regulatory approvals; collaboration in national initiatives
8	Industry & Employers	Skilled graduates; industry-relevant programmes; research solutions; innovation partnerships	Internships; employment opportunities; curriculum input; collaborative research; funding
9	Professional, Regulatory & Accreditation Bodies	Compliance with professional standards; quality programmes; competent graduates	Accreditation; standards guidance; professional collaboration

10	Communities & Society	Community outreach; skills development; innovation solutions; social responsibility; employment opportunities	Cooperation; participation in outreach; support for UTAMU activities; positive relations
11	Development Partners & Donors	Effective project implementation; accountability; impact; collaboration	Funding; technical support; capacity building; partnerships
12	Universities & Research Institutions	Academic collaboration; joint research; knowledge exchange	Partnerships; joint programmes; publications; exchange opportunities
13	Media	Accurate information; institutional access; collaboration	Responsible reporting; publicity; reputation support
14	Suppliers & Contractors	Fair procurement; timely payment; clear requirements	Quality goods/services; compliance; timely delivery
15	Financial Institutions & Creditors	Responsible financial management; compliance with agreements	Financial services; credit facilities; advisory support
16	Civil Society & NGOs	Collaboration; research engagement; community programmes	Partnership; local knowledge; outreach support
17	International Partners	Global collaboration; research cooperation; mobility programmes	Joint research; exchange; funding; global networks
18	Competitor Institutions	Fair competition; sector collaboration	Ethical competition; academic partnerships
19	Parents/Guardians	Quality education; student success; safety; employability	Student support; fee payment; cooperation
20	Innovation & Entrepreneurship Ecosystem (hubs, startups)	Innovation support; research collaboration; talent pipeline	Partnerships; commercialization; training opportunities

Strategic Alignment Note

This stakeholder matrix supports implementation of the UTAMU Strategic Plan 2026–2031 by identifying key stakeholder relationships necessary for achieving objectives in:

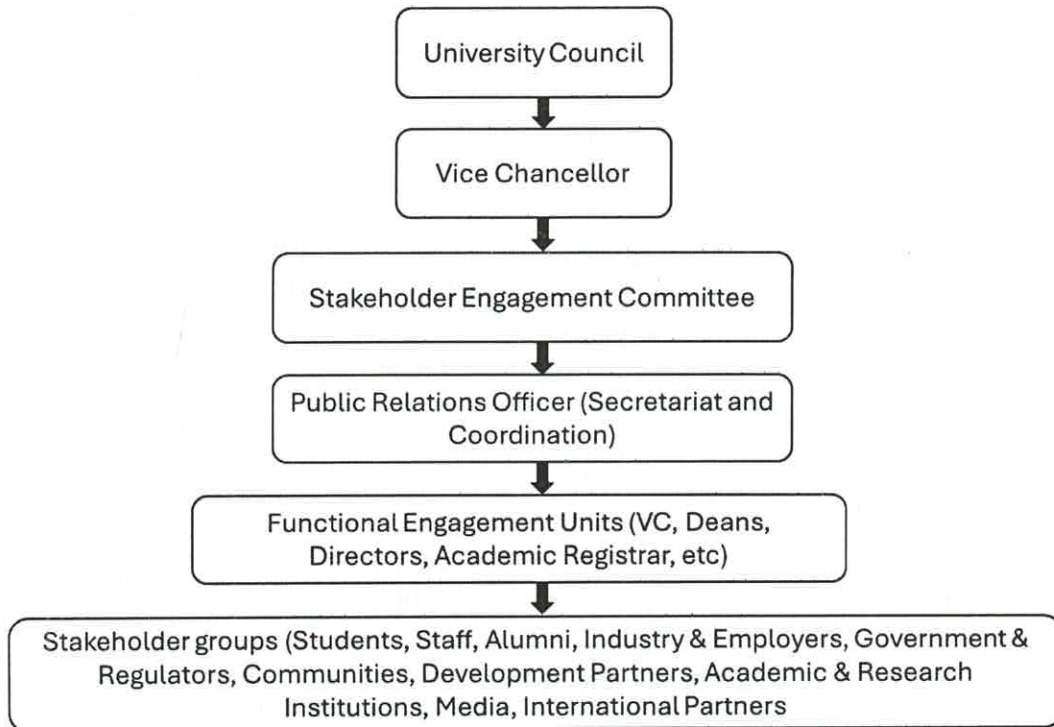
- Academic excellence
- Research and innovation
- Partnerships and internationalization
- Community engagement
- Institutional sustainability and governance

ANNEX 4: UTAMU STAKEHOLDER ENGAGEMENT ORGANOGRAM

1.0 Stakeholder Engagement Governance Structure

The Stakeholder Engagement function at UTAMU shall operate under the authority of the University Council through the Vice Chancellor and shall be coordinated by the Public Relations Office in collaboration with relevant University units.

2.0 Organogram Structure



3.0 Roles within the Organogram

University Council: Provides policy approval, oversight, and strategic direction for stakeholder engagement.

Vice Chancellor: Provides executive leadership and overall accountability for stakeholder engagement.

Stakeholder Engagement Committee (SEC): Plans, coordinates, monitors, and evaluates stakeholder engagement activities.

Public Relations Office: Serves as the secretariat and coordination hub for stakeholder engagement and communication.

Functional Engagement Units: Implement stakeholder engagement within academic, research, administrative, and partnership domains.

Stakeholder Groups: Participate in engagement, collaboration, and partnership activities with UTAMU.