



Annex ii to Doc. C29/2020

**UGANDA MANAGEMENT INSTITUTE**  
**COMMUNICATION POLICY (CP)**



<b>Policy Name:</b>	<b>COMMUNICATION POLICY (CP)</b>		<b>Policy Code Number [ISO NO.]</b>	-----
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## **ACKNOWLEDGEMENTS**

I wish to extend my appreciation to the Management and Staff of UMI for the great contribution made towards formulating the Institute Communication Policy. This is a timely policy that is aware of the growth of the Institute, the different appeal to different audiences especially the millennials and affirms our Vision, to be a world class management development institute.

This policy will guide UMI to manage, coordinate and direct communications to the Institute stakeholders both internal and external. The policy will also anchor the responsibilities attached to the various actors in the Institute to ensure image protection, community engagement without losing control on mandate and task. The policy works alongside the Institute Brand guideline to harmonise brand and corporate identity.

I call upon management and all staff including other stakeholders of UMI to embrace this policy and actively participate in its operationalization. Together we shall achieve the dream of being a “World Class Management Development Institute.”

Dr James L. Nkata  
**DIRECTOR GENERAL**

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## **ACRONYMS AND ABBREVIATIONS**

CMD	-	Communications and Marketing Department
DG	-	Director General
DFA	-	Director Finance & Administration
DPSA	-	Director of Programmes & Students' Affairs
FA	-	Finance & Administration
HODs	-	Heads of Departments
HCMD	-	Head of Communications & Marketing Department
IGC	-	Institute Governing Council
ICT	-	Information & Communications Technology
ISO	-	International Organization for Standardization
LAN	-	Local Area Network
M&E	-	Monitoring and Evaluation
TMT	-	Top Management Team
UMI	-	Uganda Management Institute

## DEFINITIONS OF KEY CONCEPTS

**Communication** is conveying or exchanging of information by speaking, writing, or using some other medium.

**External communication** includes all Institute's conveyance or exchanges of information with its audience and the world at large.

**Electronic communication** use of vehicles such as e-mail, the Internet, the website, webinar, social media and other digital platforms.

**Institute communication** is a set of activities involved in managing and orchestrating all *internal* and *external* communications aimed at creating favourable point of view among stakeholders on which the Institute depends.

**Internal communication** is about exchanges within the Institute, mainly communication among and between staff, Governing Council, and Council Committees.

**Media** are those organisations that most people turn to for news - the mainstream television, radio and print media with regular bulletins or publication cycles, and established networks and business premises.

**Millennial** denotes people belonging to the generation of those born in the 1980s or 1990s reaching young adulthood in the early 21st century.

**Public communication:** Providing information about a particular facility in general through any media, including brochures, press releases, reports, television and radio interviews, Internet websites, email, webinar, social media other digital platforms etc.

**Stakeholder:** A person or institution having a stake or interest in the outcome of a situation or decision. Stakeholders may include: employees, government agencies, regulators, nongovernmental organizations (NGOs), other academic institutions, research groups, customers, suppliers, religious groups, indigenous people, youth, and the media among others.

## EXECUTIVE SUMMARY

While celebrating Golden Jubilee Anniversary year 2019, Uganda Management Institute (UMI) conducted a series of public communication events which included fliers, brochures, press releases, television and radio interviews, websites, email, messages on internet through social media and other digital platforms. On a number of occasions, there were contradictory messages from various officials of the Institute which exposed the need for enhanced communication management guided by a dedicated policy. This is important in order to harmonise and guide communication within the Institute for both internal and external clients. Harmonisation is also a demand of International Organization for Standardization (ISO) accreditation to which UMI is privileged to be the first Higher Education Institution (HEI) in Uganda.

Under the *Communication Policy* (CP), UMI is committed to provide factual, timely and accurate information to its internal and external stakeholders in a manner that is relevant to their roles and responsibilities. All communication at the institute shall contribute to achieving the vision, mission, goals and objectives of the institute. Communication shall be one of the tools for transforming the institute into a *world class research led Management Development Institute (MDI)* that cherishes internationalisation and sustainable development. The Institute shall strive to give feedback and response to inquiries within two (2) days.

The CP will provide a framework for streamlining communication so as to achieve the Institute's vision, with the following specific objectives:

1. To institute mechanisms for timely responses to clients' inquiries
2. To promote engagement of staff in public debates
3. To disseminate marketing information for products and services of the Institute

4. To streamline information flow for Institute visibility and internationalization agenda
5. To enhance information sharing for community engagement
6. Institute effective coordination for communication management

The organ of the Institute responsible for oversight is the Governing Council who are also charged with approval of all policies. The Director General (DG) as Chief Executive Officer is responsible for operationalizing this policy by directing on development of a **Communication Handbook** for the Communication Policy. The implementation and monitoring of the Communication Policy shall therefore be supervised by the Corporate Directorate headed by the Director General with appropriate advice by the Head of Planning, Monitoring and Evaluation Department (PMED) whose mandate it is for all Monitoring and Evaluation work of the Institute.

The CP shall be re-assessed at every review of the Institute Strategic Plan. Its implementation will take into consideration other policies of the Institute and indeed the National Laws, regulations and codes.

## **1.0 SITUATIONAL ANALYSIS AND POLICY CHALLENGE**

### **1.1 Introduction**

While celebrating the Golden Jubilee Anniversary year 2019, Uganda Management Institute (UMI) conducted a series of public communication events where we used fliers, brochures, press releases, television and radio interviews, websites, email, messages on internet through social media and other digital platforms. On a number of occasions, there were contradictory messages and brand presentations from various officials of the Institute which exposed the need for enhanced communication management guided by a dedicated policy.

Communication is a vital component of any progressive organization is effective communication with its constituencies, employees as well as with the community at large. Communication management has become more challenging with sophistication of stakeholders in a digitally connected world and yet it impacts employee productivity, innovation, brand awareness, reputation and marketing. To be successful, organizations ought to have comprehensive policies and strategies for communicating with their stakeholders. This Policy is born out of the necessity to harmonise and guide communication of the Institute with both the internal and external clients. Harmonisation is also a demand of International Standards Organisation (ISO) accreditation to which UMI is privileged to be the first HEI in Uganda.

This policy document is organised as follows: 1. Background and Policy Challenge leading to 2. Policy Statement and Scope of Application, 3. Principles, 4. Policy Objectives, 5. Implementation Arrangements spelling out roles and responsibilities and 6. Due diligence undertaken.



## 1.2 Background and Policy Challenge

Higher Education Institutions (HEIs) in general are expected to act as the 'critic and conscience of society' bestowing on themselves high moral responsibility to communicate effectively. Accordingly, Uganda Management Institute has elected to be an open and engaged HEI guided by its overarching strategy of being a research-led Management Development Institute (MDI) with an active agenda of internationalisation and visibility to become a World Class Institute. These aspirations coupled with dramatic growth in the range of programmes and outreach of services the Institute is offering, calls for a comprehensive Communication policy to build a sense of trust among all stakeholders as one strategy to win durable loyalty in a highly competitive world.

Whilst the Institute has in the past primarily relied on advertising for attracting clients, promoting brand awareness and keeping stakeholders' attention, this approach has been shrinking over the years in terms of effectiveness. There has been a growing section of stakeholders particularly *millennial* who largely ignore advertisements since they don't want to be sold to. Instead, they want to educate themselves and make informed buy in decisions. This reality ought to be acknowledged by expanding the Institute's range of communication vehicles and approaches to address the phenomenon of millennials using not only advertisement in print or electronic media but also face-to-face communication including meetings, other printed materials, webinars, and digital forums. Moreover, the ever increasing new forms of electronic media raise additional questions. With social media, opportunities have multiplied to reach individuals anywhere and anytime. The Institute therefore ought to consider not only strategies to tap into these media but also policies for employees using this medium to communicate among themselves and the world at large. Particular attention ought to be paid to timing, location, and nature of the message.

In the context of high speed and multiplicity of media, the Institute cannot afford the impact of ineffective communication which often increases chances for misunderstandings, damage to relationships, break trust, and

increase anger and hostility leading to strikes in HEIs. Ineffective communication may stem from absence of policy guidelines and a poorly aligned strategy, a failure to implement policy and execute the strategy, use of the wrong communication vehicles, bad timing, and even nuances such as word choice or tone of voice to mention but a few. Accordingly, adoption of the Communication Policy, its strategy, guidelines, work plans and budgets will help UMI to communicate more effectively in creating a favourable point of view among stakeholders and clarify what the Institute stands for.

## **2.0 POLICY STATEMENT AND SCOPE OF APPLICATION**

### **2.1 Policy Statement**

UMI is committed to provide timely and accurate information to its internal and external stakeholder in a manner that is relevant to their roles and responsibilities. All communication at the institute shall contribute to achieving the vision, mission, goals and objectives of the institute. Communication shall be one of the tools for transforming the institute into a world class research-led Management Development Institute (MDI) that cherishes internationalisation and sustainable development. The Institute shall strive to give feedback and response to queries within two (2) days.

### **2.2 Scope of policy application**

This is an Institute-wide policy and its application shall encompass formal and informal communications across all spectrum of actors for and on behalf of the institute. The policy shall therefore guide exchange of information among and between employees, management, Governing Council, clients, and Regulators, general public and international community.

## 2.3 Guiding Principles

The policy shall in general be guided by the core values and principles of Institute that include Professionalism, Transparency, Fairness, Accountability, Customer focus, Value for money, Equity, equality, Efficiency and effectiveness. However, communication has dedicated principles which are also adopted for this policy as follows:

**Completeness:** Message shall contain all facts required for proper reaction by the recipient. Communication shall strive to clarify all possible questions and provide basis for making decision.

**Conciseness:** The subject-matter of the communication should be brief and short in nature. Words that shall be used in communication should be appropriate to the stakeholders and circumstances.

**Consideration:** Communicators shall be sensitive to the specific needs and circumstances of the stakeholders.

**Concreteness:** Messages shall be specific, definite and exact information instead of vague and general information. It is convincing and acceptable to the recipient as there is no ambiguity in it.

**Courtesy:** Communicators shall respect and honor all stakeholders.

**Clarity:** All messages shall be clear to avoid confusion and distortion.

**Correctness:** All effort shall be made to send error free messages and in an event that errors are made and detected, they shall be immediately corrected

## 2.4 Policy Objectives:

### 2.4.1 General objective

To provide a framework for streamlining communication so as to achieve Institute mandate, vision, mission, goals and objectives for sustainability.

## **2.4.2 Specific Objectives:**

- 2.4.2.1** To institute mechanisms for timely responses to clients' inquiries
- 2.4.2.2** To promote engagement of staff in public debates
- 2.4.2.3** To disseminate marketing information for products and services of the Institute
- 2.4.2.4** To streamline information flow for Institute visibility and internationalization agenda
- 2.4.2.5** To enhance information sharing for community engagement
- 2.4.2.6** Institute effective coordination for communication Management

## **2.5 Policy Strategies**

The six (6) specific objectives of the Communication Policy will be implemented guided the following actions:

**Policy Objective 1:** To institute mechanisms for timely responses to clients' inquiries

To achieve the above objective, the Institute will implement the following policy actions:

- i. Develop a register and accessible platforms for compliments and complaints
- ii. Monitor compliments and complains
- iii. Expedite responses and feedback within 48 hours

**Policy Objective 2:** To promote engagement of staff in public debates

To achieve the above objective, the Institute will implement the following policy actions:

- i. Capture and share details of staff in a list of experts to with media houses
- ii. Train academic staff for media exposure

**Policy Objective 3:** To disseminate marketing information for products and services of the Institute

To achieve the above objective, the Institute will implement the following policy actions:

- i. Develop market information dissemination strategy
- ii. Operationalise marketing information dissemination strategy

**Policy Objective 4:** To streamline information flow for Institute visibility and internationalization agenda

To achieve the above objective, the Institute will implement the following policy actions:

- i. Identify visibility and internationalisation requirements
- ii. Develop and implement a plan of action for information flow in the promotion of visibility and internalisation

**Policy Objective 5:** To enhance information sharing for community engagement

To achieve the above objective, the Institute will implement the following policy actions:

- i. Identify relevant communities to UMI
- ii. Develop and implement appropriate plans of action for information sharing tailored to each community

**Policy Objective 6:** Institute effective coordination for communication Management

- i. To standardize features of routine messages to Institute stakeholders
- ii. Develop guidelines for effective and responsible electronic, print and verbal communication.
- iii. Develop procedures for communication in times of crisis.
- iv. Establish a globalization and International office
- v. Develop a Communication Handbook for the Institute

### **3.0 IMPLEMENTATION, ROLES AND RESPONSIBILITIES**

#### **3.1 Policy Implementation and Coordination**

The organ of the Institute responsible for oversight is the Governing Council who are also charged with approval of all policies. The Director General (DG) as Chief Executive Officer is responsible for operationalising this policy by directing on development of a **Communication Handbook** for the Institute Communication Policy. The DG may exercise vested powers through various Actors to perform their roles in delegated capacity as agents of the Accounting Officer.

### **3.1.1 The Director Finance and Administration**

1. Oversee implementation of the policy to provide institute oversight for the financial operations of the Institute in accordance with national regulations and Institute policies and procedures.
2. Coordinate with the M & E department, and the Office of the Director General to resolve significant issues of noncompliance and to help reduce the risk and any future occurrences.
3. Provide direction and resources to help ensure appropriate interpretation of national regulations and the Institute partners, with sponsoring agencies, policies and procedures.

### **3.1.2 Director Programmes and Students' Affairs**

1. Develop an awareness of and respect for the customs and cultures of UMI participants and employees
2. Oversee the effectiveness and consistent delivery of information on programmes and curriculum to participants, staff and other stake holders
3. Support, promotes, and enhances excellent faculty community engagement and Institute visibility programmes
4. Maintain effective channels of communication between academic and non-teaching staff.

### **3.1.3 Head of Communications and Marketing Department (HCMD)**

1. The HCMD, will be responsible to the DG by leading a team of marketing and communications professionals charged with creating the overarching strategy, goals, metrics, and tools to promote and raise the visibility of the Institute.

2. The HCMD will support the Director General's Office in all communication needs and manage the internal communications for the institute and in ensuring that the Institute has timely and effective communications around critical issues, key developments, and emergencies.
3. The Head Communication and Marketing Department will also oversee a robust marketing plan across traditional, social, digital, and emerging media, and assume a leadership role in integrating and coordinating the efforts of communications and marketing professionals across the Institute.
4. HCMD will lead the development and implementation of a branding and marketing guidelines, consistent with the strategic goals, plans and aspirations of the Institute and market research, and in collaboration with the chancellor, other senior leaders, and key stakeholders.
5. Ensure consistent messaging across all platforms including print and digital content.
6. Develop and implement a marketing strategy that supports enrollment management goals.
7. Engage communications professionals across the Institute to ensure interdepartmental coordination and collaboration in efforts to facilitate brand integration to ensure that marketing materials are in line with the brand and institute priorities.
8. Lead the development of a strategic communications guidelines and a brand manual that advances the Institute's strategic priorities through strategic storytelling, creative services and digital communications.



9. Manage the implementation of a multi-faceted communications plan using broad concepts to include: strategic communications; brand, theme, and messaging; best-practice consultation; print and digital communications production; campaign event communications and marketing; and related digital communications coordination (email, website and social media).

#### **3.1.4 Deans, Heads of Departments, Heads of Sections and Units, Chiefs of Centres and Branch Managers**

1. Ensure respective staff are aware of the Communication policy.
2. Encourage Staff to actively engage in Media platforms to offer expert opinion in accordance with the policy guidelines
3. Provide timely and accurate feedback to clients in accordance with this policy framework.

### **3.2 Monitoring and Review of the Policy**

**3.2.1** The implementation and monitoring of the Communication Policy shall be supervised by the Corporate Directorate headed by the Director General with appropriate advice by the Head of Planning, Monitoring and Evaluation Department (HPMED) whose mandate it is for all Monitoring and Evaluation work of the Institute.

**3.2.2** The CP shall be re-assessed at every review of the Institute Strategic Plan. This is in line with all Institute Policies.

### **4.0 DUE DILIGENCE AND POLICY VIOLATION**

This policy will be implemented within the context of National Laws, regulations and codes as outlined in **Annex 1**. Implementation will also take cognizance of other Institute Policies such as Information and Communication Technology Policy, Risk Management Policy and the Human Resource Manual (HRM) among others.

## **ANNEX 1: THE COMMUNICATION CONTEXT, LEGAL AND INSTITUTIONAL FRAMEWORK**

To manage and develop the now liberalized media sector, the institute put in place a legal and The Constitution of the Republic of Uganda, 2005

- The Electronic Media Act, Cap 104,
- The Press and Journalist Act, Cap 105,
- The Penal Code Act, Cap 120,
- The Official Secrets Act, Cap 302,
- The Uganda Broadcasting Corporation Act, No 5/2005;
- The Access to Information Act, No 6/2005;

### **The Uganda Constitution (1995)**

- Article 41 of the Constitution of Uganda focuses on the Right of access to information. It states that:
- Every citizen has a right of access to information in the possession of the State or any other organ or agency of the State except where the release of the information is likely to prejudice the security or sovereignty of the State or interfere with the right to the privacy of any other person.
- Parliament shall make laws prescribing the classes of information referred to in clause (1) of this article and the procedure for obtaining access to that information.

### **The Access to Information Act (2005)**

The Access to Information Act (2005) further clarifies that for the avoidance of doubt, information and records to which a person is entitled to have access shall be accurate and up to date so far as is practicable. The Act, which also designates every Chief Executive of a public body as an Information Officer, says a person's right of access is not affected by:

Any reason the person gives for requesting access; or

The information officer's belief as to what the person's reasons are for requesting access.

Public Organizations such as UMI under the Access to Information Act (2005) are required to compile a manual containing;

A description of the public body and the functions of the public body;

The postal and street address, phone and fax number and electronic mail address of the information officer of the body and of every deputy information officer;

The address of the established office of the public body at which the public may make requests and obtain information;

Sufficient detail, including the nature of all formal and informal procedures available to facilitate a request for access;

A description of the subjects on which the body holds records and the categories of records held on each subject;

The most recent notice published under section 8, if any, regarding the categories of records of the body which are available without a person having to request access under this Act;

A description of the services available to members of the public from the body and how to gain access to those services;

A description of any arrangement or provision for a person by consultation, making representations or otherwise, to participate in or influence - the formulation of policy; or the exercise of the powers or performance of duties, by the body; a description of all remedies available in respect of an act or a failure to act by the body; and such other information as may be prescribed.