



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY
COLLEGE**

COMMUNICATION POLICY

SEPTEMBER 2023

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POLICY INDEXING DATA

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GLOSSARY OF TERMS

“**Community**” means a group of individuals who share common interests, goals, or characteristics and interact with one another within a particular social, geographic, or virtual space.

“**College**” means Kilimanjaro Christian Medical University College, also known as KCMUCo in the short form.

“**College goals**” means specific objectives or targets set by the College to guide its actions, operations, and overall direction based on its mission, vision, and values and are designed to align with the College strategic plan.

“**Communication**” means dissemination of official information related to the College, including but not limited to college activities, plans, positions, or events, through any medium to members of the College Community, the Media, or the public.

“**Crisis**” means an event or event that could bring about real or perceived harm to the College, its students, or employees.

“**Crisis Communication**” means communications with the College Community, the public, and/or other external agencies during a Crisis.

“**Digital platforms**” means online platforms or software applications enabling users to interact, communicate, and engage with each other and digital content. These platforms are typically accessed through the internet and can be used on various devices such as computers, smartphones, and tablets.

“**External Communications**” means communication with any individuals, groups, or institutions outside the College (e.g., news media, Government, other institutions, the public).

“**External Partners and Stakeholders**” mean individuals, institutions, or groups who have a vested interest in the College activities, outcomes, or overall mission.

“**Institutional Crisis**” means a significant and often disruptive situation or event that affects the College normal functioning and integrity; it may involve a breakdown or failure within the structures, processes, or systems of the College, resulting in a loss of trust, credibility, or effectiveness for example students’ unrest.

“**Institutional goals**” means specific objectives or targets the College sets to guide its actions, operations, and overall direction. These goals are developed based on the College mission, vision, and values and are designed to align with its strategic plan.

“**Media**” means tools, products or organizations used to communicate with others; it includes news media (e.g., radio, television, newspapers, blogs), social media (e.g., Facebook, Instagram, Snapchat, Twitter), and other Communications formats (e.g., newsletters, websites, intranets, broadcast e-mails, app notifications, and on-campus physical and digital signage).

“**Media Relations**” means the communication or interaction between the College and the media, including editors, reporters, journalists, producers, bloggers, podcasters, and influencers. It is important in building the College brand awareness, increasing credibility and authenticity, establishing relationships with the media, and crisis control.

“Reputational Risk” means risk arising from the potential that negative stakeholder opinion or public opinion regarding the College core business practices, whether true or not, will adversely impact current or projected financial conditions and resilience, cause a decline in the clients’ base, or result in costly litigation. It is a hidden threat or danger to the good name or standing of the College and can occur in various ways.

“Strategic communications” means a communication strategy that is specialized and systematic used to disseminate and receive information. Its principles are based on communicating the best messages, using the correct channels to reach the right people without distortion, and timely using feedback from the process to stay focused on the College objectives. It helps to build relationships, create awareness, brand the College, enhance loyalty, and mitigate institutional reputational risk. By understanding the importance of strategic communication, the College can create effective corporate communication plans that help to reach institutional goals.

“Strategic goals” means the College long-term objectives to guide its actions and decision-making towards achieving a desired future state. These goals provide a framework for the College overall direction and serve as a roadmap for success. Strategic goals are typically broad and encompass various aspects of the institution, including financial, operational, competitive, and market-related objectives.

“Transparent communication” means a form of communication that emphasizes openness, honesty, and clarity. It involves straightforwardly sharing information, ideas, and feedback without hiding or distorting facts. Transparent communication promotes trust, understanding, and collaboration among individuals or among institutions.

LIST OF ABBREVIATIONS

CCMT	Crisis Communication Management Team.
DoS	Dean of Students
HLI	Higher Learning Institutions
ICT	Information Communication Technology
IP	Intellectual Property
IPP	Intellectual Property Policy
IPR	Intellectual Property Rights
KCMUCo	Kilimanjaro Christian Medical University College
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
PRO	Public Relations Officer

FOREWORD

Welcome to the Communications Policy of Kilimanjaro Christian Medical University College (KCMUCo). This Policy serves as a guide for all members of the KCMUCo community, including academic and administrative/technical staff, students, and stakeholders, on the appropriate and effective use of communication channels within the institution. It also guides the external stakeholders on the requirements for proper, efficient, effective and transparent communication with the College.

For the success and growth of any organization, it is necessary to have an efficient and effective communication strategy. Because of the rapid advances in technology and reliance on various communication platforms, KCMUCo must have clear guidelines and standards to ensure that communication in the College is efficient, professional, and respectful.

This Policy outlines the principles, expectations, and procedures related to communication within KCMUCo. It covers a wide range of communication channels, including but not limited to e-mail, social media, official documents, and other electronic and verbal communication forms. By adhering to this Policy, we aim to foster a positive and inclusive communication environment that promotes collaboration, transparency, and effective information sharing. We believe that clear and consistent communication will enhance our institution's overall effectiveness and contribute to achieving our mission and vision.

As a living document, this Policy will be subjected to regular reviews and updates to reflect the changing needs and advancements in communication technologies. We encourage all members of the KCMUCo community and our stakeholders to familiarize themselves with this Policy and actively engage in its implementation.

I extend my gratitude to the Public Relations Unit and all those involved in developing this Policy. Their dedication and expertise have been instrumental in creating a comprehensive policy that will guide our communications for several years.

It is our collective responsibility to uphold these standards and contribute to the overall success of KCMUCo. I am confident that the Policy will be a valuable resource, empowering us to communicate effectively, engage meaningfully, and achieve our shared goals.

Professor Ephata E. Kaaya

Provost, Kilimanjaro Christian Medical University College

1.0 INTRODUCTION

1.1 Background

All successful Institutions must have an effective communication strategy as its cornerstone for efficiency. Thus, the Kilimanjaro Christian Medical University College (KCMUCo) recognizes the importance of strategic communication in achieving its mission and vision. This Communications Policy serves as a framework to guide all members of the KCMUCo community in their communication practices, emphasizing the need for clear, consistent, and professional communication across all channels.

Organizations face numerous challenges in managing their reputations and avoiding crises in today's interconnected world. Reputational risks can arise from miscommunication, misinformation, or a lack of communication. At KCMUCo, we understand that we will build and sustain our reputation through the trust and confidence of our stakeholders, including students, staff, partners, and the wider community. Therefore, it is imperative that we proactively manage our communication to mitigate reputational risks and maintain a positive image.

Strategic communication involves the deliberate planning, execution, and evaluation of communication efforts to align with organizational goals and values. By adopting a strategic approach to communication, KCMUCo aims to enhance transparency, improve stakeholder engagement, and ensure consistent messaging across all platforms.

This Policy provides guidelines and expectations for various communication channels, including e-mail, social media, official documents, and other electronic, written and verbal communication forms. It outlines the principles of professionalism, respect, and integrity that should govern all communication within the KCMUCo community.

Adhering to this Policy will minimize the risk of miscommunication, promote effective information sharing, and foster a positive and inclusive communication environment.

Therefore, all KCMUCo community members should familiarize themselves with this Policy and actively engage in its implementation. This will ensure that our communication practices align with our organizational values, protect our reputation, and ultimately contribute to advancing healthcare professions education and research.

1.2 The Vision of the College

A transformative Christian Center of Excellence that provides evidence-based health training with sustainability.

1.3 Mission of the College

To provide an enabling environment for innovative and quality teaching, research and services responsive to national and global needs.

1.4 The Core Values of the College

Love, Mercy, Compassion, Integrity, Transparency, Diversity, Creativity, Innovation, Excellence and Accountability

1.5 The Purpose of the Communications Policy

The Communications Policy establishes a clear framework for effective and responsible communication within and without the college community. It aims to promote efficient information sharing, maintain professional conduct, and foster a positive and inclusive environment for all members of the College and stakeholders.

1.6 The Scope of the Communications Policy

This Policy applies to all individuals associated with the College, including students, academic staff, administrative and technical staff, stakeholders, collaborators, and visitors. It also applies to all communication channels and platforms used within the College, whether they are physical or digital, including: -

- (i) **Internal Communications:** These include communication among academic staff, administrative and technical staff, and students within the College community. It covers all communication channels, digital and physical, used for disseminating information, collaborating on projects, and maintaining effective and effective internal dialogue.
- (ii) **External Communications:** Include communications with external partners and stakeholders, such as alumni, prospective students, parents, donors, media outlets, regulators, ministries, and the public. It ensures consistent and accurate messaging, professional representation of the College, and adherence to legal and ethical standards.
- (iii) **Communication Platforms:** The Policy encompasses various communication platforms, such as e-mail, official college websites, social media accounts, newsletters, intranet portals, bulletin boards, and other relevant mediums. It provides guidelines for the appropriate use of each platform and sets standards for content, tone, and style.
- (iv) **Communication Personnel:** The Policy applies to all individuals responsible for communication within the College, including communication officers, public relations staff, marketing teams, faculty members, and administrative staff.

2.0 GENERAL POLICY STATEMENT

The College is committed to disseminating quality, factual, accurate, credible, and timely information to all internal and external stakeholders per its vision, mission and values and in compliance with its Charter and Rules. All internal and external communications aim to build the image of KCMUCo and achieve its mandate, objectives and values. To this end, the College encourages: -

- (i) consistent content in its communications within and outside the institution;
- (ii) departments, faculties, institutes, and directorates to operate in a participatory manner,
- (iii) creation and maintenance of a good image of KCMUCo;
- (iv) timely and truthful responses to media and public inquiries;
- (v) appropriate parties are promptly informed of and involved in handling emerging situations, and students, staff, and stakeholders are appropriately informed.
- (vi) To balance individual staff and students' privacy rights and the public right to be informed on what is happening in College.

3.0 POLICY AREAS, STATEMENTS AND GUIDELINES

3.1 Internal Communications

Policy Statements

Internal communication is focused on strengthening institutional culture, fostering active participation, and building team spirit and commitment among all staff, regardless of titles and positions. KCMUCo emphasizes open, constructive, and professional communication between and amongst staff and students while maintaining an open-door policy to allow staff to present their ideas and views to Management.

For efficient internal communications, the College defines and considers all important audiences for the communications. The critical internal communication audiences in the College include (a) *students*, who are the primary audience for college communication; (b) *academic and administrative staff*, playing significant roles in the functioning of the College; and (c) College *administrators* and managers who make critical decisions and ensure the smooth operation of the College. This facilitates and maintains a good working environment and realization of the College vision and mission through efficient and effective internal communication.

Guidelines

- (i) Students shall receive timely and relevant information regarding academic programs, course schedules, registration deadlines, campus events, student services, and any other pertinent information related to their academic journey. Communication channels such as e-mails, student portals, social media platforms,

and bulletin boards shall be utilized to reach and engage students effectively. The College shall promote e-learning as an avenue for disseminating educational content.

- (ii) Staff shall receive communication regarding institutional policies, procedures, professional development opportunities, administrative updates, and other information relevant to their roles and responsibilities. E-mails, staff meetings, newsletters, intranet portals, and other appropriate channels should be utilized to reach faculty and staff members.
- (iii) The College shall encourage openness in internal communication and sharing of information unless the content is deemed likely to compromise the College interests and reputation.
- (iv) The College internal communications shall be facilitated through: -
 - (a) *Print media* includes newspaper articles, supplements, fliers, and ad-hoc publications.
 - (b) *Broadcasting*, to include documentaries, podcasts, advertorials, and live interviews.
 - (c) *Web-based communication*: controls on these will be professional at the level of content.
- (v) All internal communications should be easy to understand devoid of slang, obscene, offensive, or discriminatory remarks, ethnic slurs, or sexist innuendoes.

3.2 External Communications

Policy Statement

To ensure clear and efficient communication with external stakeholders, it is important to define the external audiences of the College. The key college external audiences include

(a) *prospective students and parents*, who are crucial audiences for college communication; (b) *alumni* who are valuable stakeholders who can contribute to the college community in various ways; (c) *the general public and collaborating partners* who often enhances the educational experience and create opportunities for students training and research.

Guidelines

- (i) **Prospective students and parents:** shall receive comprehensive information about academic programs, admission requirements, campus facilities, financial aid, scholarships, and any other information to help them make informed decisions about college enrollment. Communication channels such as college websites, social media platforms, information sessions, college fairs, and direct mail should be utilized to reach and engage prospective students and their parents effectively.
- (ii) **Alumni:** shall receive communication regarding alumni events, networking opportunities, fundraising campaigns, career services, and any other information that can help them stay connected with the College and support its initiatives. E-mail newsletters, alumni magazines, social media groups, and alumni events should be utilized to engage with the alumni community effectively.

- (iii) **General public & collaborating partners:** shall receive timely updates on partnerships, community engagement initiatives, internship opportunities, job placement programs, and other relevant information. Website, meetings, newsletters, press releases, and social media platforms should be utilized to communicate with the community and collaborating partners effectively.
- (iv) The College shall use the following avenues for its external communications: -
 - (a) **Electronic communication:** For external audiences, e-mail and web-based communication shall be the primary modes of electronic communication and constitute a key platform for external communication. The content of the College web pages shall be up-to-date, user-friendly, and regulated to conform to the College objectives. The content must meet the set standard for web publishing as defined in the College Information Communications Technology (ICT) Policy. The College shall encourage the use of e-mail—guided by the College ICT Policy—to engage with external partners and stakeholders. The College promotes the generation of podcasts and video clips for marketing and enhancing its image. However, the Provost must authorize these. Access to information through ICT is available to all staff. The use of social media and blogging by the College community to external stakeholders is used appropriately.
 - (b) **Public lectures and Presentations:** Public lectures are tools for delivering and engaging external audiences. It is envisaged that the College shall continue attracting prominent personalities and international academicians wishing to interact and discourse with the College community for external enhancement of the image of the College.
 - (c) **Meetings:** The College shall use meetings through courtesy calls with collaborating institutions, teleconference meetings, Zoom meetings, and management meetings to communicate with external stakeholders. Given the importance of meetings for sharing and passing on information, the College shall regulate meetings to ensure that the agenda, lists of participants, timing, and minutes or records are available, as appropriate for good communication practices.

3.3 Crisis Communication

Policy statement

The College shall keep taking proactive steps to avoid situations that could lead to loss of stakeholders' confidence and take care of events stemming from rumours, speculation and insider lack of confidence that would give the College negative publicity. In these cases, appropriate crisis communication should enable the College to respond rapidly and effectively to potentially damaging situations.

Guidelines

- (i) Only the Provost (or properly authorized person) shall inform the media.
- (ii) The Public Relations Office (PRO) shall maintain regular contact with stakeholders and give advice where issues or developments appear to cause problems.
- (iii) The PRO shall monitor local and international news and events and advise the Provost on issues or circumstances relevant to the College.
- (iv) The crisis management at the College shall involve the following steps: -
 - (a) **Crisis response:** When a crisis occurs, the Provost shall develop and advise on appropriate strategies to deal with the situation and communicate the correct information to relevant stakeholders.
 - (b) **Crisis Communication Management Team (CCMT):** In case of a crisis, the College Executive Management shall become the Crisis Management Team (CCMT) and co-opt other members as the situation may demand. The Public Relations Officer (PRO) shall be a team member. The CCMT shall constantly monitor, interpret, and manage issues that can potentially escalate into crises, gather details about crises, and approve internal and external communication strategies.
 - (c) **Releasing information to the media:** The Provost will release relevant, appropriate, and verifiable information regarding any crisis to the media and institute mechanisms to monitor media coverage and respond accordingly continually.

3.4 Media Relations and Communication Channels

(a) Policy statement

The College strives to share information with media through channels that ensure the institution's integrity, confidentiality of students and staff, confidentiality of the information, Intellectual Property (IP), and efficiency. The College adapt to the fast-changing Information Communication Technology, and new disseminating technologies encourage and invest in electronic communication outlets to increase efficiency and save resources and the environment.

(b) Guidelines

- (i) Staff and students shall refrain from communicating to unauthorized persons, issues related to examinations and any other confidential matters that have a bearing on general College and national security.
- (ii) KCMUCo shall use the following essential communication outlets that are known to key stakeholders: -
 - (a) **Media inquiries:** After the Provost's approval, the appropriate contact person, usually the PRO, shall direct and facilitate journalists for an official statement or interview.

- (b) Press releases:** Release to press shall be handled by the PRO, including the creation and distribution of releases, the approval process, and following guidelines on the content. Press releases shall only be issued after the Provost's approval.
- (c) Crisis communication:** Crisis Communication shall be handled by the Executive Management Team led by the Provost and, when satisfied, shall approve the release of information appropriately. The team shall institute and guide the procedures for crisis management, including discussing with the designated spokesperson, correct messaging, and coordination with relevant stakeholders.
- (iii) **Use of College logos and Seal:** All media materials shall include College logos, seal, and college branding while ensuring consistency and compliance with established branding guidelines.
- (iv) **Confidentiality and privacy:** All individuals involved in media relations shall observe and maintain confidentiality while respecting the privacy of students, employees, and other stakeholders when engaging with the media. Faculty and staff should not speak to the media on behalf of the College unless authorized by the Public relations office. All media statements and interviews done on behalf of the College or under the College should be approved by the public relations office.

3.5 Social Media.

(a) Policy Statement

The College recognizes and embraces the benefits and opportunities that social media can bring to share news, information, core mandate successes, keeping staff and students up-to-date with significant developments and promoting academic freedom through healthy debates about teaching, research, service and other matters of public interest. Thus, we encourage engagement, collaboration and innovation through social media but recognize the inherent risk involved in unregulated inappropriate use of social media because of its instantaneous massaging and far-reaching communication potential and the impact on staff, students and the the College reputation.

(b) Guidelines

- (i) **Content, tone, and frequency:** The College officials, staff, and students shall include appropriate content tone and observe the frequency of posts when using social media for communications.
- (ii) **Professional Conduct:** College staff and students shall maintain a professional tone and behaviours when using social media platforms and more so when representing the College.

- (iii) **Privacy:** Staff and students shall respect the confidentiality of the college information and avoid sharing confidential or personally identifiable information without proper consent.
- (iv) **Confidentiality:** Any sensitive information related to the College or its community should not be shared on social media platforms unless authorized or transmitted by the proper officer as delegated by the Provost or the Provost.
- (v) **Personal Responsibility:** Individuals are responsible for their actions on their social media platforms and shall not engage in harassment, discrimination, or offensive behaviours.
- (vi) **Endorsements and Disclaimers:** Individuals should differentiate between personal opinions and official statements from the College when expressing personal views on social media platforms and clarify that they do not represent the College unless they have been expressly requested to represent the College by a competent authority.
- (vii) **Intellectual Property:** Staff and students shall respect Intellectual Property (IP) and Intellectual Property Rights (IPR). They shall not share copyrighted materials without proper authorization and acknowledge if not authorized. Personal social media accounts of staff and students shall not be mixed with the college social media accounts.
- (viii) **Cyber security and Passwords:**
 - (a) When sharing personal information, College staff and students must be cautious and aware of potential security risks associated with social media platforms.
 - (b) College faculty, directorates, departments, and offices that want to create social media accounts must seek approval from the Provost through the Department of Information Communication Technology (ICT).
 - (c) College social media users must report any suspected “fake” accounts to the College Head of ICT and the PRO. Users shall refrain from replying to or engaging with alleged "fake" accounts.
 - (d) All social media password holders must follow College ICT policies and password guidelines. The College ICT department recommends that passwords include longer phrases than college-related names, nicknames, or acronyms. Passwords must be updated at least quarterly and again when a social media user/administrator leaves his/her employment with the College.
 - (e) Any employee responsible for accessing the College social media account must be removed as an administrator upon leaving employment. The direct supervisor of the departing employee must promptly report the employee's departure to the Head of ICT and PRO.
- (ix) **Compliance with Laws and Regulations:** All social media activities shall comply with local, national, and international regulations, as well as college policies, procedures, and guidelines.

3.6 College Branding and Messaging

Policy Statement.

To protect and enhance its image and reputation, the Kilimanjaro Christian Medical University College (KCMUCo) has an official name and its variation (KCMU College), and created images in terms of a logo, a flag and colours as its identifying marks to differentiate it in the global market. To maintain its brand, the College consistently uses the correct logo, name, fonts and colours that reflect its identity to its stakeholders as branding tools. Through this, we strive to uphold our brand and continuously inform and engage our audiences about the College in the increasingly diverse and competitive Higher education global market.

Guidelines

- (i) **Brand Identity:** In defining the college brand, all documents must include its vision, mission, and values.
- (ii) **Logo and Visual Elements.** The college logo and colours must be used in every design of the College to match the colours of the College flag and logo as a branding measure.
- (iii) **College Language and Style:** All college **documents, examinations, and letters** shall use **Arial**, and **Times New Romans size 12** as font size and style and English or Swahili, as the occasion may dictate, as the medium of communication for consistency and uniformity in College documents and communications. All **Meeting Minutes** and other **Meeting Documents** at KCMUCo shall be written using **Century Gothic Size 13** for the Text. For **Advertisements and Signate** College units shall use Arial style and fonts which are large enough to be read from a distant.
- (iv) **The College Logo Size, Shape and Dimensions:** The College logo should not be distorted or modified or altered. All college documents, articles and other communications shall use the approved and registered logo using the shape and dimension specified during its Registration.
- (v) **The official colours of the College:** The official color palette consists of primary and secondary colours that reflect the College's brand identity. The Primary color of the College is **blue**, while the Secondary colours are red, yellow, green, and white. Staff, students, and stakeholders shall use these colours consistently across all documents.
- (vi) **Consistency in Branding and Messaging:** All print and digital materials, including brochures, flyers, posters, PowerPoint slides, websites, signposts and names of buildings, shall include the College logo and clear labelling and the College branding colours.
- (vii) **College Buildings and Signposts:** College buildings shall be named and labelled concerning their relevant functions or academic affiliation (Faculty, Directorate, Institute, Department, etc.). Signposts shall be placed at main

entry points and alongside pathways to direct visitors to respective buildings and locations within the College. These shall also be placed adjacent to large buildings or large College units like Faculty or Institutes or as the case may be. Hanging signposts shall be fixed along corridors to guide visitors to College Faculties, Directorates, Departments, other units, and rooms. The sign post styles shall be written as described in Guideline (iii) above.

- (viii) **Branding Review and Approval:** The Provost shall be responsible for reviewing and approving all branding messages but may delegate to a prior appointed College officer.

3.7 Advertising and Publicity

(a) Policy Statement

The College supports the freedom to advertise and publicity activities, events, or announcements and distribute materials by internal or external entities relating to functions on and off-campus that are judged to benefit the college community and are consistent with the College mission, objectives, and values. For advertisements, the College shall use print, electronic and other media to continually promote a positive image of and ensure observance of the best advertising principles and practices.

(b) Guidelines.

To ensure advertising is consistent with the KCMUCo policies and values, the following are the guidelines for requirements:

- (i) Approval for advertisement must be obtained from the Provost or his/her designee before all posting advertisements and/or distribution to the public. Academic and administrative department materials do not need approval but must follow all other requirements stipulated in this Policy.
- (ii) The Provost or the Provost's designee reserves the right to decline publicity/advertising written content designed and/or received from organizations or institutions whose purposes do not fit the College mission, objectives, values, and brand.
- (iii) All materials created by departments and other academic and administrative units must be aligned with the College brand (*see branding section*).
- (iv) Advertising or publicity by students and any other groups may neither promote the use of alcohol, tobacco, or any other illicit drug nor an activity where these substances are present.
- (v) All Units advertising the College products or services shall ensure that the information contained therein is accurate and up to date.
- (vi) In addition to the College identity, the sponsoring College unit/department or external organization must be clearly and prominently displayed on all advertisement materials.

- (vii) College units shall refrain from accepting advertisements, information and suggestions that may be harmful to the positive image and brand of the College.
- (viii) Promotional materials and advertisements shall include and reflect the correct College name and logo.
- (ix) Advertisements that do not meet these guidelines may be removed without notice.
- (x) Concerned parties shall consult with the Provost where there are uncertainties.

3.8 Photography and Filming

(a) Policy statement

KCMUCo recognizes the importance of photography and filming in capturing and documenting events, activities, and achievements within the college community and communicating with internal and external stakeholders. Notwithstanding, inappropriate use of photography and filming can potentially share information that is not for public consumption, thus threatening the reputation and security of the College, its students, staff, and clients. To mitigate the above, KCMUCo has put forward guidelines to be followed by students, staff, visitors, and external parties conducting photography and filming activities on KCMUCo premises or during college-related events.

(b) Guidelines:

(i) Photography and filming for College activities:

- (a) Staff, students, and stakeholders shall use high-quality imagery and photography that aligns with the College's brand image and values.
- (b) Images should be diverse, inclusive, and representative of the College community.
- (c) Staff and students shall obtain proper permissions and adhere to copyright regulations when using images from external sources.

(ii) Obtaining Permission and Consent:

- (a) Prior permission must be obtained from the Head of ICT and PRO for any photography or filming activities on campus.
- (b) For photography or filming involving individuals, explicit consent must be obtained from that person before capturing their images or recording their voices.
- (c) For vulnerable individuals, additional consent is required from the Dean of Students (DoS) and/or the College Legal Counsel (CLC) responsible.

(iii) Respect for Privacy:

- (a) Photography and filming activities shall not infringe upon the privacy rights of individuals. Personal boundaries and avoiding capturing images or footage without consent must be respected in private areas, such as residences, restrooms, or other sensitive locations.

- (b) Individuals have the right to decline being photographed or filmed. Their wishes must be respected, and photographers and videographers must refrain from capturing or including their images in recordings.
- (iv) Academic and Administrative Spaces:**
 - (a) Photography and filming in classrooms, libraries, clinics, operating theatres, laboratories, or administrative areas require prior permission from the relevant head of the Institution (Hospital/College).
 - (b) Permitted photographers and videographers must ensure that photography or filming activities do not disrupt the learning environment or interfere with college operations.
- (v) Events and Public Spaces:**
 - (a) During college events, like graduations or in public areas, photography and filming are generally permitted unless otherwise specified by the event organizers or senior college administrator.
 - (b) Notwithstanding guideline **(v)(a)**, the rights and privacy of other attendees and captured images or footage must be respected in a considerate and non-intrusive manner.
- (vi) Commercial or Promotional Use:**
 - (a) Photography and filming for commercial or promotional purposes, including advertising or marketing campaigns, require explicit authorization from the College Provost.
 - (b) For individuals to feature in commercial or promotional materials, release and permission must be obtained.
- (vii) Social Media and Online Platforms:**
 - (a) When sharing or publishing photographs or videos on social media or other online platforms, ensure compliance with applicable IPP and respect for individual privacy.
 - (b) Tagging or identifying individuals in photographs or videos will be done after obtaining consent.
- (viii) Exceptions:**

The preceding policy guidelines do not apply to authorized college photographers or videographers conducting official college-related assignments.

3.9 Language(s) of Instruction and Communication.

(a) Policy Statements

The College encourages using English during academic life to create, share, and transfer knowledge and produce social cohesion, as well as promoting equity, openness and inclusivity to inspire the College values further. The College also promotes a multilingual life and learning environment through English or Kiswahili to encourage the development of an international academic community and to allow multicultural communication and cooperation at all levels of training and research.

(b) Guidelines

- (i) English shall remain the primary language of instruction for lectures, seminars, academic workshops, and research in the College to ensure that international students, researchers, and foreign stakeholders are not side-lined.
- (ii) All letters written to the Government or for internal communication be written in Kiswahili or English except when the writer or recipient does not understand Kiswahili, while those written to non-government offices, entities and foreign entities shall be in English.
- (iii) Instructions, seminars, workshops, conference materials, research guidelines and policies, and other teaching and learning documents shall be in English.
- (iv) Labelling on doors and signposts shall, as far as it is convenient, require using both Kiswahili and English to take care of college stakeholders who communicate exclusively in Kiswahili or English.
- (v) The College reception areas shall be managed by staff conversant in Kiswahili and English.
- (vi) The College's relevant internal communications and significant policies shall be written in Kiswahili and English so that staff, students, service providers and visitors can understand important information in the documents.

4.0 ROLES AND RESPONSIBILITIES

The Communications Policy of KCMUCo outlines the roles and responsibilities of College individuals and groups involved in the communication processes, which is important to ensure effective and efficient communication within the College and foster a transparent and collaborative environment. The following are the key roles and responsibilities:

- (i) **The Provost:** Is responsible for guiding implementation and reviewing the Communications Policy. He ensures that the Policy aligns with the College goals and objectives and is the Spokesman of the College. Occasionally, he/she can delegate the spokesman role to his/her deputies or the Public Relations Officer (PRO), as the case may be.
- (ii) **Public Relations Officer (PRO):** The Public Relations office manages the College external communications. The office handles media relations, press releases, and other communication activities to promote the College image and reputation. The PRO ensures that all communication practices within KCMUCo adhere to relevant laws, regulations, and ethical standards.
- (iii) **ICT Department:** The ICT Department is responsible for maintaining and managing the communication infrastructure within KCMUCo. They ensure that communication tools like e-mail systems, intranet, internet, and other digital platforms function correctly.
- (iv) **Department of Human Resources and Administration (DHRMA):** The DHRMA ensures effective communication between the College and its employees. The Human Resources Officers facilitate communication during

recruitment, employee engagement activities, induction activities, and retirement information.

- (v) **Head of Departments:** The Head of Departments communicates relevant information within their respective departments. They ensure essential announcements, updates, and policies are effectively communicated to their team members.
- (vi) **College Staff:** All employees are responsible for actively engaging in effective communication practices. This includes actively listening, providing feedback, and communicating relevant information to colleagues and supervisors.
- (vii) **College Students:** Students are responsible for actively engaging in communication activities within the College. This includes attending and participating in meetings, sharing feedback, and adhering to communication guidelines set by the College.
- (viii) **Students' Government:** The Students' Government represents the student body in communication matters. The Government provide feedback and suggestions to the College regarding communication practices and acts as a liaison between students and the College Management.

5.0 INTELLECTUAL PROPERTY

- (i) The College staff and students shall ensure they have permission to share any third-party materials, including any images, photographic materials, texts, and video clips, before uploading or linking them via social media. When the sharing is permitted, they must ensure they credit and acknowledge using such materials appropriately.
- (ii) College staff and students shall also ensure the conditions and terms of social media accounts and/or websites before uploading material. They should know that IP rights and content control may be released once materials are posted to social media accounts and/or websites. Thus, caution must be exercised when sharing all information, mainly if the information or IP is owned by the College, a grant funding body or any other third party.
- (iii) The College shall not be accountable or held responsible if its staff or students did not communicate through official College communication accounts to post media content even during their duties or if the post is not professional communication.

6.0 INCIDENTS AND RESPONSES

- (i) Any student, staff or public member may raise complaints concerning social media content posted by staff or a student on social media to the PRO and Head of ICT in case of breach of this Policy. On Receipt of the complaint, the PRO/Head of ICT will view the circumstances and decide on the most

appropriate course of action. This may include referring to the matter to be dealt with differently.

- (ii) A staff or student may raise a complaint or make a grievance if he/she considers that a breach of this Policy by another staff or student related to them has been committed, and the complaint will be considered in the usual way by the College Management.
- (iii) If there are repeated concerns or complaints about the same or similar subject matter, the College may not proceed with actions unless it is confirmed that the repeated complaints are new incidences of breach of the College Communication or there was no implementation of agreed punitive actions for the first complaint.
- (iv) If a member of staff or a student has any queries about applying the Policy and how to use College social media, they can refer to the College Head of ICT.

7.0 MONITORING AND EVALUATION

Monitoring and evaluation (M&E) of the KCMUCo Communications Policy is crucial to ensure its effectiveness and identify improvement areas. By implementing a robust M&E framework, KCMUCo ensures that its Communications Policy is effectively implemented, continuously improved, and aligned with its strategic objectives. This ultimately contributes to enhancing stakeholder communication, promoting transparency, and College goals. Through a systematic approach to monitoring and evaluation, KCMUCo assesses the implementation of the Policy, measures its outcomes and impact, and makes informed decisions for future communications efforts. The following are undertaken for M&E: -

- (i) **Establishing Key Performance Indicators (KPIs):** KCMUCo defines specific and measurable KPIs that align with the objectives of the Communications Policy. These KPIs include the number of media mentions, website traffic, social media engagements, and stakeholder satisfaction surveys.
- (ii) **Regular Reporting:** To monitor the progress of the Policy, KCMUCo establish a reporting mechanism that provides regular updates on key activities and outcomes. This is achieved through monthly or quarterly reports highlighting achievements, challenges, and improvement areas.
- (iii) **Stakeholder Feedback:** Gathering feedback from stakeholders is essential for evaluating the effectiveness of the Communications Policy. KCMUCo conducts surveys, interviews, or focus groups to assess stakeholder perceptions, satisfaction, and suggestions for improvement. The feedback helps identify gaps in communication channels or areas where the Policy may need to be revised.
- (iv) **Performance Reviews:** Conducting periodic performance reviews of the communications team and the PRO's office is crucial. These reviews assess individual and group performance, identify training needs, and ensure that resources are allocated effectively.

- (v) **Impact Assessment:** Evaluating the impact of the Communications Policy is essential to determine whether it is achieving its intended outcomes. This is done by measuring changes in stakeholder behaviour, awareness levels, or attitudes towards KCMUCo. Additionally, analyzing the Policy's contribution to achieving the College goals and objectives provides valuable insights.
- (vi) **Benchmarking and Best Practices:** Comparing KCMUCo's communications efforts to those of other similar Higher Learning Institutions (HLI) best practices provides valuable insights. Benchmarking helps identify areas where KCMUCo excels and areas that need improvement, allowing for successful strategies and implementing necessary changes.
- (vii) **Continuous Improvement:** M&E is an ongoing process, allowing KCMUCo to improve its communications efforts continuously. Regularly reviewing the Policy, analyzing feedback, and making necessary adjustments based on the findings ensures that the Communications Policy remains relevant and effective.

8.0 POLICY IMPLEMENTATION

The Provost's Office, in consultation with Faculties, institutes, directorates, and other academic and administrative units, develops an implementation strategy to give effect to this Policy.

9.0 CONSEQUENCES OF A BREACH OF THIS POLICY

- (i) Breach of the College Communications Policy shall result in a disciplinary proceeding, including dismissal for staff or termination of Registration for students.
- (ii) Any disciplinary action may be instituted irrespective of whether the breach is committed during working hours or not and whether any College equipment or facilities were used to engage in the violation.
- (iii) Any staff or student suspected to have breached this Policy must cooperate with any initiated investigation.
- (iv) The College retains the right to request any social media content found to pose a risk to the College reputation or safety of any of the College community to be removed from an official social media account.
- (v) Where the conduct is considered illegal, the College may report the matter to the Police, and beyond that, any College staff, student or a third party who chooses to may take a legal proceeding against the staff or the student.

10.0 RELATED LEGISLATIONS

The related legislations for the KCMUCo Communications Policy include: -

- (i) United Republic of Tanzania – Access to Information Act, 2016.
- (ii) United Republic of Tanzania – Employment and Labor Relations Act 2018.

- (iii) Tanzania Media Services Act 2016.
- (iv) KCMUCo Staff Regulations and Conditions of Service
- (v) KCMUCo Intellectual Property Policy,
- (vi) KCMUCo Client Service Charter.
- (vii) KCMUCo Whistleblowers Policy and Procedures.

11.0 POLICY REVIEW

The College shall review this Policy every Five years of implementation or after any other such durations as it may deem necessary and forward the review process outcome to the College Governing Board for approval.

12.0 APPROVAL

The College Governing Board approved this Policy on 28th September 2023,