



**MZUMBE UNIVERSITY
(CHUO KIKUU MZUMBE)**

QUALITY ASSURANCE HANDBOOK

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PREFACE

Mzumbe University's vision is "to be a centre of excellence in training, research, consultancy and outreach services in management and allied sciences for socio-economic development of the people by 2025". To fulfil this vision, the University has put in place policies, rules, guidelines and procedures for carrying out University activities. Cognisant of the need to have standards in the delivery of its key functions, Mzumbe University has deployed various internal and external mechanisms to monitor and continuously improve quality in its undertakings. It is in that regard that in 2020, the Mzumbe University Council approved the revised Mzumbe University Quality Assurance Policy, whose purpose is to establish a common set of core values for quality assurance for the entire university and across different levels.

This handbook documents processes and procedures through which quality is assured at Mzumbe University. It describes the institutional profile and governance structures; academic programmes offered at the university and their respective entry qualifications; the quality assurance regime and its mechanisms; and the framework for assuring quality in teaching, learning and examinations. Further, the handbook documents available mechanisms for supporting students and staff development; mechanisms for assuring quality in research, publications, innovation, consultancy and outreach activities; and mechanisms for quality assurance in administrative and support services such as human, financial and procurement management. It is expected that the handbook will provide readers with an understanding of how quality in all functions and operations at the University is assured.



Prof. Lughano J.M. Kusiluka

Vice Chancellor

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List of Acronyms and Abbreviations

ARIS	Academic Registration Information System
CCT	Christian Council of Tanzania
DCC	Dar es Salaam Campus College
FOL	Faculty of Law
FSS	Faculty of Social Sciences
FST	Faculty of Science and Technology
	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HIV/AIDS	
HR	Human Resource
	Information and Communication Technology
ICT	
IDM	Institute of Development Management
IDS	Institute of Development Studies
LCD	Liquid Crystal Display
MCC	Mbeya Campus College
	Ministry of Education, Science and Technology
MOEST	
MU	Mzumbe University
	Mzumbe University Academic Staff Association
MUASA	
	Mzumbe University Muslim Students' Association
MUMSA	
	Mzumbe University Students' Organisation
MUSO	
NACTE	National Council for Technical Education Programme/Curriculum Development and Review Committee
P/CDRC	
PhD	Doctor of Philosophy
PMU	Procurement Management Unit
PPP	Public-Private Partnership
PSD	Public Service Directorate
QA	Quality Assurance

QAU	Quality Assurance Unit
RPPSD	Research, Publications and Postgraduate Studies Directorate
SOB	School of Business
SOPAM	School of Public Administration and Management
TCU	Tanzania Commission for Universities
TEC	Tanzania Episcopal Council
TMDA	Tanzania Medicines and Medical Devices Authority
TMCS	Tanzania Movement for Catholic Students
TUCASA	Tanzania Universities and Colleges Adventist Students' Association
UQF	University Qualification Framework
USCF	University Students' Christian Fellowship
VC	Vice Chancellor

CHAPTER ONE

INTRODUCTION TO MZUMBE UNIVERSITY

1.1 Mzumbe University Institutional Profile

Mzumbe University is a public University which operates under the Ministry of Education, Science, and Technology (MoEST). Mzumbe University commenced in 1953 as a Local Government Training Centre for training Chiefs, Native Authority Staff and Councillors. In 1972, it was transformed into the Institute of Development Management (IDM) whereby it started offering certificate and diploma programmes in various disciplines related to management sciences. In 2001, it was transformed into a fully-fledged University following the enactment of the Mzumbe University Act No. 21 of 2001. Accordingly, the name of the institution changed from the Institute of Development Management to Mzumbe University (MU). The Act was later repealed by the Universities Act No. 7 of 2005, which is now the umbrella legislation, providing for the regulation of university education in Tanzania. In line with the provisions of the Universities Act, Mzumbe University was granted its Charter in 2007. The core functions of MU are training, research, consultancy and outreach services.

1.2 Rationale for Quality Assurance Handbook

Mzumbe University has been growing very fast since its establishment in terms of services offered and number of clients as a result of the increase in the number of colleges established and programmes. The expansion in the number of programmes has created a demand for more staff, both academic and administrative. In its efforts to streamline the management of the services offered, the University has formulated and implemented various policies, strategies, guidelines and other such administrative instruments. The Quality Assurance Unit is mandated to ensure that the University adheres to quality standards in the implementation of its functions including operationalization of all policies, strategies and guidelines, the need to develop a Quality Assurance Handbook to hasten the coordination of quality assurance matters. The Handbook intends

to streamline the quality assurance processes for monitoring and evaluation of the implementation of the University's mandates including various policies. The Handbook also intends to inform internal and external stakeholders about the MU quality assurance standards and the role of the Quality Assurance Unit in coordinating implementation of the same.

1.3 Methodology for Preparation of the Handbook

Preparation of this handbook entailed an extensive documentary review. Various documents were reviewed to obtain information relevant to the development of the guideline. These include: The Universities Act of 2005, Mzumbe University Charter of 2007, Mzumbe University Regulations and Guidelines for Postgraduate Programmes (2020) and Mzumbe University Undergraduate Handbook (2019). Other relevant documents consulted were Mzumbe University Examinations and Students' Assessment Criteria By-Laws 2018, Mzumbe University Quality Assurance Policy (2020), Sokoine University of Agriculture Quality Assurance Good Practices Handbook (2017), Principles and Guidelines for Quality Assurance in Higher Education in East Africa (IUCEA, 2014). These documents helped in documenting best practices on matters pertaining to quality assurance and provide a rich source of information for the Handbook. In preparing the Handbook, efforts have been to harmonize the same with existing policy documents at the University especially those related to examinations, research and innovation, publications, outreach as well as those regulating the provision of support services.

1.4 University Campuses and Location

The Main Campus of Mzumbe University is located in Mzumbe area, Mvomero district, about 25km south-west of Morogoro Municipality and about 3.5 km off the Dar es Salaam-Lusaka Highway. The University is located at latitude 6°55'29.8"S and longitude 37°34'04.6"E. It is about 220 km away from the Dar es Salaam City, the commercial hub of the country and 279 km from Dodoma, the capital city of Tanzania. The Main Campus which is situated at the foothills of the Uluguru Mountain ranges on the Eastern Arc mountain range and is an hour's drive to the Mikumi National Park.

Mzumbe University has two campus colleges. The Dar es Salaam Campus College is located along the Olympio Street in Upanga area, Dar es Salaam while the Mbeya Campus College is located in the Forest Area of Mbeya City, off the Dar es Salaam-Lusaka Highway.

1.5 University Estate

Mzumbe University owns a total of 1482.16 acres of land in several parts of the country. At the Main Campus, the University is spread over 985.35 acres of land. The built-up area at the main campus is approximately one-third of the total area (i.e. 328.45 acres). The University also owns 15 acres of land at the Kiegeya area in Morogoro Municipality. In Dar es Salaam, the University owns 11 acres of land at Tegeta, 3.58 acres at Mbweni-Mpiji and 1.48 acres at Upanga, In Mbeya City, the University has a total of 223.41 acres of land at Iwambi and 12.5 acres in the Forest Area. With a vision to extend its services to other parts of the country in future, the University acquired 220.11 acres of land in Ilemela district in Mwanza region, which will cater for the Lake Zone. Similarly, the University owns 20 acres of land at Kiserian village in Arumeru district for future expansion of services to the Northern Zone of the country.

1.6 University Governance Structure

Governance of structure of the University is stipulated in the Mzumbe University Charter, 2007 (hereinafter referred to as 'the Charter'). Generally, the administration of the University is implemented through the following offices and organs:

Chancellor

The Chancellor is the titular head of the University and performs functions as outlined in Article 11 of the Charter.

University Council

The Council is the highest policy and decision-making body of the University responsible for formulation of general policies and by-laws of the University, and the general control over the conduct of the affairs of the University as stipulated in Article 21 of the Charter. The composition of the Council is stipulated in Rule 19 of the Mzumbe University Rules, 2007 while its functions are outlined in Rule 20. The Council meets at least four times annually to

deliberate on various matters concerning the University as submitted to it by the Management and technical committees of the Council constituted as stipulated in respective rules.

Senate

The Senate is the principal decision-making organ in respect of all academic matters of the University. It is constituted as stipulated in Rule 28 of the Mzumbe University Rules, 2007 and its functions are outlined in Rule 29. The Senate meets at least four times annually to deliberate on implementation of core functions of the University including academic, research and innovation, consultancy and outreach services.

Vice-Chancellor

The Vice-Chancellor (VC) is the Chief Executive Officer of the University. He is responsible to the Council for the overall coordination, supervision, and administration of the University. The VC is assisted by the Deputy Vice-Chancellor responsible for coordinating academic, research and consultancy matters and other core functions, and the Deputy Vice-Chancellor responsible for planning, finance and administration as well other administrative and support services at the University.

Campus Colleges, Schools, Faculty, Directorates, Institutes and Units

The day-to-day implementation of the core functions of university is undertaken at the level of campus colleges, schools, faculties and institutes that hosts departments. These include initiation of new academic programmes, review of existing programmes, and implementation of university policies, strategies and action plans concerning all academic and administrative affairs. Currently, the University has two Campus Colleges, two schools, three faculties and one institute which host academic programmes as outlined below:

- Dar es Salaam Campus College that includes Tegeta Centre.
- Mbeya Campus College
- School of Administration and Management
- School of Business

- Faculty of Law
- Faculty of Science and Technology
- Faculty of Social Sciences
- Institute of Development Studies

The following Directorates and Units are responsible for coordination of cross-cutting matters that support implementation of core functions including undergraduate and postgraduate studies, research and innovation, consultancy and outreach services, and information resource management:

- Undergraduate Studies Directorate
- Research, Publications and Postgraduate Studies Directorate
- Information and Communication Technology Unit
- Public Services Directorate
- Library Services Directorate
- Quality Assurance Unit

The following Directorates and Units are responsible for provision of administrative and support services to all units within the University:

- Administration and Human Resource Management Directorate
- Finance Directorate
- Planning Directorate
- Internal Audit Unit
- Communication and Marketing Unit
- Internalization and Convocation Unit
- Legal Services Unit
- Procurement Management Unit
- Estate Management Unit
- Health and Clinical Services Directorate
- Students' Services Directorate

Departments and Centres

Departments and centres are the lowest organs within the University governance structure under which all core functions of

the University are implemented. These are managed by Heads, who in the performance of their duties, are responsible to the Principal, Dean or Director of the College, School, Faculty Institute or Directorate within which the Department or Centre is located.

1.7 Good Practices for General Administration of Quality

Quality assurance is reflected in good practices. These good practices involve the following:

- i. Safe custody of data and archiving of all documents at the university in line with the existing policies and guidelines. All stored data and archived documents should be easily accessible when required.
- ii. Preparation of relevant policies to support implementation of core and support functions and regular review of the same as appropriate.
- iii. Adherence to Government and University regulations, policies, rules and guidelines.
- iv. Provision of clear job descriptions to officers and staff in line with relevant administrative instruments and which truly reflect the size of the units and level of responsibility.
- v. Proper planning and management of events and logistics in accordance with the set budget.
- vi. Good customer service shall be provided to all customers and clients including staff, students and the general public. This shall include providing information requested by customers in line with relevant university or national policies and legislation.
- vii. Ensuring that various units within the university are provided with resources and other needs to support implementation of their functions.
- viii. Ensuring boundaries of authority are clear and maintained.
- ix. Information to and from the central administration and units is provided in a timely and effective manner as stipulated in the Clients' Service Charter.
- x. All correspondence to and from the University should be addressed and acted upon promptly, and prudence

- and confidentiality shall be maintained at all times when handling correspondence.
- xi. Effective and timely dissemination of information to students and staff.
 - xii. Prioritization and delegation of tasks in an effective manner as the need may be.
 - xiii. Management of meetings shall involve timely preparation and circulation of the agenda, proper documentation and circulation of minutes, and timely follow up of matters arising from the minutes of the meetings.

1.8 Programmes Offered at Mzumbe University

The University offers a wide range of academic programmes from certificate to doctoral level in respective colleges, schools, faculties and institutes as outlined below.

1.8.1 PhD Programmes

Mzumbe University offers a Doctor of Philosophy (PhD) in all academic units. Currently, the PhD programmes are offered under the research and thesis mode, however, preparation of PhD programmes by coursework in various units is underway. The university has qualified staff to supervise PhD students to completion of their studies within the provision of the Standards and Guideline prescribed by the Tanzania Commission for Universities (TCU). More information on PhD programmes at MU can be obtained from the Mzumbe University Postgraduate Handbook, 2019.

1.8.2 Masters Programmes

Master's degree programmes are offered at all MU campuses. Programmes offered at the Main campus and Mbeya Campus College are full-time and residential. The Dar es Salaam Campus College offers day, evening and executive classes. The list of Masters programmes offered at MU and whose details are provided in the Mzumbe University Postgraduate Handbook, 2019 is shown below.

1.8.2.1 Main Campus

School Administration and Management (SAM)

- (i) Master of Public Administration (MPA)
- (ii) Master of Health Systems Management (MHSM)
- (iii) Master of Science in Health Monitoring and Evaluation (MSc. HM&E)
- (iv) Master of Science in Human Resource Management (MSc. HRM)
- (v) Master of Research and Public Policy (MRPP)
- (vi) Master of Public Administration-Local Government Management (MPA-LGM)

School of Business (SOB)

- (i) Master of Business Administration in Corporate Management (MBA– CM)
- (ii) Master of Science in Accounting and Finance (MSc. A&F)
- (iii) Master of Science in Procurement and Supply Chain Management (MSc. PSCM)
- (iv) Master of Science in Entrepreneurship Development (MSc. ED)
- (v) Master of Science in Marketing Management (MSc. MM)

Institute of Development Studies (IDS)

- (i) Master of Arts in Development Policy and Planning (MADPP)
- (ii) Master of Environmental Management (MEM)

Faculty of Social Sciences (FSS)

- (i) Master of Science in Economics (MSc. Econ.)
- (ii) Master of Science in Project Planning and Management (MSc. PPM)
- (iii) Master of Science in Economic Policy and Planning (MSc. EPP)
- (iv) Master of Arts in Education (MA. Ed)

Faculty of Law (FoL)

- (i) Master of Laws in Commercial Law (LLM CL)

- (ii) Master of Laws in Constitutional and Administrative Law (LLM CAL)
- (iii) Master of Laws in International (LLM IL)

Faculty of Science and Technology (FST)

- (i) Master of Science in Information Technology and Systems (MSc. ITS)
- (ii) Master of Science in Applied Statistics (MSc. AS)

1.8.2.2 Dar es Salaam Campus College (DCC)

- (i) Master of Public Administration (MPA)
- (ii) Master of Science in Human Resource Management (MSc. HRM)
- (iii) Master of Science in Accounting and Finance (MSc. A&F)
- (iv) Master of Science in Marketing Management (MSc. MM)
- (v) Master of Science in Procurement and Supply Chain Management (MSc. PSCM)
- (vi) Master of Leadership and Management (MLM)
- (vii) Master of Science in Applied Economics and Business (MSc. AEB)
- (vii) Master of Business Administration in Corporate Management (MBA-CM)
- (viii) Executive Master of Business Administration (Ex-MBA)
- (ix) Executive Master of Public Administration (Ex-MPA)

1.8.2.3 Mbeya Campus College (MCC)

Master of Business Administration in Corporate Management (MBA-CM)

1.8.3 Undergraduate Programmes

Currently, Mzumbe University offers a total of 49 undergraduate programmes comprising of 32 Bachelor's degree, 7 Diploma and 10 Certificate programmes. Thirty-six (36) of these programmes (26 Bachelor's, 2 Diploma and 8 Certificate) are hosted in various units at the Main Campus; two Bachelor's degree programme hosted at the Dar es Salaam Campus College (Tegeta Centre) and 11 programmes (4 Bachelor's, 5 Diploma and 2 Certificates) are

hosted at the Mbeya Campus College. A list of the undergraduate programmes is provided below, and more information about the undergraduate is available in the Mzumbe University Handbook of Undergraduate Programmes and Admission Procedures, 2019.

1.8.3.1 Main Campus

(a) School of Business (SoB)

Degree Programmes

- (i) Bachelor of Accounting and Finance – Business Sector (BAF – BS)
- (ii) Bachelor of Accounting and Finance – Public Sector (BAF – PS)
- (iii) Bachelor of Business Administration – Entrepreneurship and Innovation Management (BBA-EIM)
- (iv) Bachelor of Business Administration - Marketing Management (BBA-MKT)
- (v) Bachelor of Business Administration - Procurement and Logistics Management (BBA -PLM)

Non-degree Programmes

- (i) Certificate in Accountancy (CA)
- (ii) Certificate in Business Management (CBM)
- (iii) Certificate in Logistics Management (CLM)

(b) School of Administration and Management (SAM)

Degree Programmes

- (i) Bachelor of Human Resource Management (BHRM)
- (ii) Bachelor of Public Administration (BPA)
- (iii) Bachelor of Health Systems Management (BHSM)
- (iv) Bachelor of Public Administration in Records and Archives Management (BPA-RAM)
- (v) Bachelor of Public Administration-Local Government Management (BPA-LGM)

Non-degree Programmes

- (i) Certificate in Local Government Management (CLGM)

(c) Faculty of Science and Technology (FST)

Degree Programmes

- (i) Bachelor of Science in Information and Communication Technology with Management (BSc. ICT-M)
- (ii) Bachelor of Science in Information Technology and Systems (BSc. ITS)
- (iii) Bachelor of Science in Information and Communication Technology with Business (BSc. ICT-B)
- (iv) Bachelor of Science in Applied Statistics (BSc. AS)
- (v) Bachelor of Science in Production and Operations Management (BSc. POM)
- (vi) Bachelor of Science in Library and Information Management (BSc. LIM)
- (vii) Bachelor of Science with Education - Mathematics, and ICT (BSc. EDU-MICT)
- (viii) Bachelor of Science in Industrial Engineering Management (BSc. IEM)

Non-degree Programmes

- (i) Diploma in Applied Statistics (DAS)
- (ii) Diploma in Information Technology (DIT)
- (iii) Certificate in Applied Statistics (CAS)
- (iv) Certificate in Information Technology (CIT)
- (v) Certificate in Library and Information Management (CLIM)

(e) Faculty of Law (FoL)

Degree Programme

- (i) Bachelor of Laws (LL. B)

Non-degree Programmes

- (i) Certificate in Law (CL)

(f) Faculty of Social Sciences (FSS)

Degree Programmes

- (i) Bachelor of Science in Economics: Economic Policy & Planning (EPP)
- (ii) Bachelor of Science in Economics: Project Planning and Management (PPM)

- (iii) Bachelor of Science in Economics: Population & Development (PD)
- (iv) Bachelor of Arts with Education: Kiswahili and English (BAED-EK)
- (v) Bachelor of Arts with Education: Commerce and Accountancy (BAED-CA)
- (vi) Bachelor of Arts with Education: Economics and Mathematics (BAED-EM)
- (vii) Bachelor of Arts with Education: Economics and Commerce (BAED-EC)
- (viii) Bachelor of Arts with Education: Accountancy and Mathematics (BAED-AM).

(g) Dar es Salaam Campus College

Degree Programmes

- (i) Bachelor of Accounting and Finance in Business Sector (BAF-BS)
- (ii) Bachelor of Public Administration (BPA)

(h) Mbeya Campus College

Degree Programmes

- (i) Bachelor of Accounting and Finance in Business Sector (BAF-BS)
- (ii) Bachelor of Business Administration-Marketing Management (BBA-MM)
- (iii) Bachelor of Human Resource Management (BHRM)
- (iv) Bachelor of Laws (LL. B)

Non-degree Programmes

- (i) Diploma in Accountancy (DA)
- (ii) Diploma in Business Administration (DBA)
- (iii) Diploma in Human Resource Management (DHRM)
- (iv) Diploma in Law (DL)
- (v) Diploma in Procurement and Logistics Management (DPLM)
- (vi) Certificate in Accountancy (CA)
- (vii) Certificate in Human Resource Management (CHRM)

CHAPTER TWO

QUALITY ASSURANCE SYSTEM, MECHANISM AND SUSTAINABILITY FRAMEWORK

2.1 Quality Assurance Unit

Mzumbe University has a Quality Assurance Unit (QAU) which was first established in 2010 in line with the provisions of the Mzumbe University Quality Assurance Policy, 2010. The rationale for establishing this Unit was to oversee the implementation of the quality assurance framework at the University.

2.2 Functions of Quality Assurance Unit

The Unit is responsible for the coordination of all quality assurance matters across the colleges, schools, faculties, directorates, institutes, departments/centres. In particular, the QAU is expected to ensure that quality is observed promoted and mainstreamed in all the operations at the University and in accordance with the established plans, policies, regulations, strategies and procedures. The QAU is required to advise University organs on quality assurance matters and ensure that the set performance standards in all University functions are relevant and appropriate. The Unit is expected to develop and periodically update operational manuals to guide quality assurance operations as well as instruments for monitoring and evaluation. More information on the functions of this Unit is provided in the Mzumbe University Quality Assurance Policy, 2020.

2.3 Quality Assurance Decision Making Organs

For effective performance and implementation of quality assurance matters, the University has established participatory decision-making organs as described below.

2.3.1 Mzumbe University Quality Assurance Committee

The main functions of the Quality Assurance Committee (QAC), which is a Committee of the University Council, are to promote quality culture at the University; provide guidance and

recommendations to the Management on matters related to quality assurance at all levels of the University and through QAU, monitor the adherence to quality standards and practices. In addition, the QAC is mandated to deliberate on QA reports regarding monitoring, evaluation or assessment and audit at the institutional, unit, programme or service levels, and recommend to the Council for appropriate action. The composition of the Committee, which is chaired by a Member of the Council is stipulated in the Mzumbe University Quality Assurance Policy, 2020.

2.3.2 Quality Assurance Board

The Quality Assurance Board provides an advisory role to QAU and its composition is stipulated in the Quality Assurance Policy, 2020. The functions of the Board includes to establish and monitor quality standards and practices; to review and evaluate quality assurance systems and procedures; to scrutinize proposals on programme/course development or reviews from the Programme/Curriculum Development and Review Committee; to discuss the reports on monitoring, review/evaluation, assessment and/or audit at institutional-, unit as well as programme/service levels and transmit recommendations to the QAC for deliberation and guidance, and to attend to specific recommendations and directives from University Quality Assurance Committee.

2.3.3 College, School, Faculty and Institute Quality Assurance Committees

Each College, School, Faculty and Institute shall have its own Quality Assurance Committee to ensure that the Mzumbe University Quality Assurance Policy is implemented. These Committees are constituted as stipulated in the Policy and oversee all quality assurance matters at the unit level. The Committees are responsible to the MU Quality Assurance Board for monitoring and assessment of quality at their respective units.

2.3.4 Programme/Curriculum Development and Review Committee

The Programme/Curriculum Development and Review Committee (P/CDRC) shall be responsible for monitoring, evaluating and recommending for continuous improvement of

curricula/programmes in order to achieve the intended programme outcomes. The P/CDRC shall design and implement strategies for the development and review of curricula within frameworks provided by national and international accreditation bodies.

2.4 MU Quality Assurance Policy

The Mzumbe University Quality Assurance Policy, 2020 sets out the objectives and guiding principles towards quality assurance at MU. The Quality Assurance Unit is the custodian of the Policy and responsible for ensuring that all units at the University adhere to its provisions. In this regard, QAU is responsible to the Council through the Quality Assurance Committee.

2.4.1 Purpose of the Quality Assurance Policy

The purpose of the Quality Assurance Policy is to establish a common set of core values for quality assurance for the entire university and across different levels.

2.4.2 Guiding Principles of the QA Policy

The effectiveness of quality assurance mechanisms within University need to be guided by firm and well-founded key principles. Seven principles underpin the Mzumbe University quality assurance function, namely, the pursuit of continuous improvement, focus on students' learning, necessity of encompassing all functions and units of the institution, accountability and transparency, external stakeholders' involvement, going forward and systematic quality assurance whereby policy objectives are interpreted, clarified and carried out by the involved parties at all levels of the university.

2.4.3 Codes of Practice in Quality Assurance

The codes of practice for QA at MU are as follows:

Governance and Management

The University is governed and managed through good governance practices in line with the legal framework for its establishment.

Institutionalization of Quality Assurance

The University has a Quality Assurance Policy that is a public document and forms part of the overall strategic management of the University. Internal stakeholders are required to implement this Policy through structures, systems and processes to support, monitor and evaluate quality.

Welfare and Students' Support Services

The University provides appropriate resources to support smooth and productive students' learning. Likewise, the University provides support mechanisms to students with special needs in order to enhance their learning environment. Details of students' welfare and support services are provided in the Mzumbe University Students' Welfare Policy of 2018.

Programme Development, Implementation, and Review

Programme development, implementation and review are carried out using institutionally, nationally and regionally-prescribed guidelines and procedures.

Admission of Students

The University has a clear and transparent mechanism for admission of students into various programmes. Details are provided in Mzumbe University Handbook of Undergraduate Programmes and Admission Procedures of 2019, and the Mzumbe University Postgraduate Handbook of 2019.

Quality of Staff

The University always strives to recruit and employ an adequate number of qualified staff for the efficient and effective delivery of teaching, research and public services. Further, the University has put in place mechanisms and allocates resources to support staff to undertake career professional development.

Stakeholders' Satisfaction

The University has a structured and efficient mechanism for obtaining feedback from the internal and external stakeholders.

2.5 Principles and Behaviour of Quality Assurance Personnel

In ensuring that quality assurance standards are observed, personnel responsible should have the following qualities:

2.5.1 Quality Assurance Officer:

- (i) Intelligence, sharpness, logical thinking and wisdom.
- (ii) Efficiency and effectiveness.
- (iii) Stability and emotional intelligence.
- (iv) Confidence.
- (v) Ability to uphold to protocols and etiquette.
- (vi) Knowledgeable of the University's systems (governance and operations, policies).
- (vii) Knowledge on the role of the position and mandate.
- (viii) Excellent communication skills.

2.5.2 Ethics and Conducts

The quality assurance personnel should observe the following issues while fulfilling their roles:

- i. Integrity.
- ii. Honesty and fairness.
- iii. Respect for powers and authority.
- iv. Report on the basis of concrete evidence and data.
- v. Acquaint with various University operations and lines of command.

2.6 Internal and External Quality Assurance Frameworks

Mzumbe University has put in place an internal quality assurance system, which is guided by the initiative to mainstream excellence as captured in the University mission statement. The system cuts across a number of areas including governance, human resources management, welfare services, funding and financial management, teaching and learning, research and innovation, publication, consultancy and outreach services, and performance measurement. The system enables the University to approach quality assurance more systematically to enhance training, research, public- and internal support services. In addition to the above, the Fourth Mzumbe University Corporate Strategic Plan (2017/18 - 2021/22) underscores quality as one of the strategic objectives in the provision of core and support functions at the University.

External quality assurance framework applicable at MU includes the use of tracer studies which are conducted every five years, programme-specific stakeholder surveys which aim at collecting feedback and inputs from external stakeholders and graduate exit surveys. Further, the TCU monitors quality at the University through its various mechanisms such as programme assessment and approval, monitoring students' admission procedures and conducting physical quality checks at the University campuses.

2.7 Stakeholders in Quality Assurance

The stakeholders of the MU quality assurance function are categorized into internal and external stakeholders. Internal stakeholders comprise of staff and students. External stakeholders comprise the labour market, alumni, Government and its agencies, service providers and the general public.

2.8 Sustainability Framework at MU

In order to ensure that quality assurance is sustainably embraced in all university functions, the Mzumbe University Quality Assurance Policy, 2020 provides a broad framework of organs and offices responsible for monitoring the implementation of the Policy. These include the Council, Vice Chancellor and Deputy Vice Chancellors who are responsible for the overall design, implementation and monitoring of quality assurance systems and activities in the University. Entrusting this role to such high level organs and offices provides a guarantee for sustainability of the function in the institution.

The Policy also provides for other organs such as the Quality Assurance Steering Committee which is constituted by representatives of the key stakeholders such as the Ministry responsible for higher education, science and technology; other accredited universities, Senate, academic and administrative staff, trade unions and students. Such composition of the committee ensures that quality at the University is monitored from both the internal and external perspectives. In addition, there are quality assurance committees in academic unit of the university.

2.9 Performance Indicators

The following performance indicators guide the measurement of quality in all University operations:

Quality of Students on Admission

1. Students' entry qualification
2. Experience in the field of study for equivalent applicants
3. The proportion of foreign students
4. Academic and/or professional recommendations for postgraduate admissions

Students' Performance

1. Retention rate in the first year
2. Measures for the integration and supervision of new students
3. Graduation rates
4. Average time to graduation
5. Rate of transfer to employment after graduation

Quality of Research

1. Proportion of academic staff engaged in research
2. Doctoral student/staff ratio
3. Volume of research funding/staff ratio
4. Number or proportion of fulltime researchers
5. Average research grants contract per lecturer

Productivity of research activity

1. Supervisor/supervisee ratio
2. Publications/lecturer
3. Citation indexes for publications
4. Number of patents/researcher ratio
5. Prizes and honours won by researchers

Level of Resources Earmarked for Teaching and Research

1. Student/academic staff ratio
2. Technical and support staff/academic staff ratio
3. Operational budget/student ratio
4. Material resources/student ratio

Practices Relating to Governance and Management

1. Composition of decision-making bodies
2. Mechanism for the recognition of students' participation
3. Mechanism for allocating budgetary resources
4. Diversity of sources of financing
5. Institutional planning mechanism
6. Rate of academic staff turnover
7. Mechanism for the development of interdisciplinary programmes
8. Institutional adaptability to policies, procedures and guidelines from governing bodies such as TCU, IUCEA
9. Quality of teaching and evaluation policy
10. Openness of the University to their surrounding community
 - Number of instances in which the University is involved in local joint activities
 - Number of teaching staff involved in such activities
 - Number of local business or industrial concerns established as a direct result of research by the University
 - Number of new jobs created as a result of its research
11. Openness of the University to the world at large.

2.10 Quality Review Framework

The following areas shall be used to review and assess quality status in the respective offices.

2.10.1 Library Services Directorate

This section provides criteria that shall be applied in assessing quality status of the Mzumbe University library.

- i. Clientele (National Reference Library, publications from recognized institutional depositories, students, staff)
- ii. TCU and IUCEA quality assurance guidelines
- iii. Specialized resources number, categories and location (University archives, manuscripts and photographic materials)
- iv. Electronic database: Number and accessibility

- v. Library space
- vi. Library chairs and tables
- vii. Library computers

2.10.2 Administration and Human Resources Management Directorate

This section provides detailed criteria for assessing the quality of human resources for the entire University for both academic and non-academic staff.

- i. Staffing level (detail staff categories and numbers against establishment)
- ii. Appointments
 - a. Academic staff (Number appointed in each category of Professor/Library Professor, Associate Professor/Library Associate Professor, Senior Lecturer / Senior Librarian, Librarian/ Lecturer, Assistant Librarian/ Assistant Lecturer)
 - b. Non-academic staff (Number appointed in various categories)
 - c. Proportion of establishments filled per Department and Cost Centre
 - d. Proportion of staff that are full time, part-time, short-term contract and permanent
- iii. Promotion
 - a. Academic staff (Number promoted in each category of Professor/Library Professor, Associate Professor/Library Associate Professor, Senior Lecturer/ Senior Librarian, Librarian/Lecturer, Assistant Librarian/Assistant Lecturer)
 - b. Non-academic staff (Number designated for promotion)
- iv. Leaves – Type and number taken by various categories
- v. Staff Development
 - a. Scholarships awarded at different levels

- b. Number of scholars who successfully completed their studies – details on the funder, amounts, duration, targeted qualification and host institution should be indicated
- vi. Appraisal
 - Number and percentage of staff appraised
- vii. Local and/or International travel (for seminar, short course, workshop, conference, meetings)
 - a. Duration
 - b. Funders
 - c. Destinations
 - d. Purpose
 - e. Reports
- viii. Confirmation
 - Confirmed numbers and percentages in various categories
- ix. Treatment
 - a. Percentage of requests awarded
 - b. Number of active medical insurance schemes by the average premium
- x. Death
 - Percentage supported
- xi. Bereavement
 - a. Number and percentage of bereaved families supported
 - b. Level of support in various categories
- xii. Housing
 - Number and percentage of staff that are housed by the university
- xiii. Grievances
 - a. Number and percentage of grievances received

- b. Number and percentage of grievances resolved
- xiv. Compensation
 - c. Number and percentage of eligible staff that are compensated
 - d. Amount of funds spent on compensation
- xv. Disciplinary procedures
 - a. Number, category and percentage of disciplinary cases received
 - b. Number, category and percentage of disciplinary cases that are successfully resolved
- xvi. Fraud Management
 - a. Number, category, and percentage of fraud cases that are successful presented
 - b. Number, category, and percentage of fraud cases that are successfully resolved
- xvii. Industrial Relations
 - a. Number of unionized staff/associations
 - b. Number and proportion of successfully resolved disputes categories by gravity
- xviii. Resignation
 - Number and proportion of staff resignations that are accepted categorized by causes
- xix. Retirement
 - Number and proportion of staff who retire (by category, college, administrative unit, years served and age)

2.10.3 Office of the Deputy Vice-Chancellor (Academic, Research and Consultancy)

The following aspects shall be looked at by the office of Deputy Vice Chancellor – Academic, Research and Consultancy:

- i. Application for admission to various academic programmes

- Number of applicants by programmes, admission channels, college, sponsorship, district of origin school of A-level, nationality, gender, age
- ii. Admitted students to various academic programmes
Number of students admitted by programmes, admission channels, college, sponsorship, district of origin, school of A- level, nationality, gender, age
- iii. Registered students to various academic programmes
Number of students registered in time, by programmes, admission channels, college, sponsorship, nationality gender
- iv. Graduation
 - a. Number of students graduating in time, by programmes, admission channels, college, sponsorship, nationality, gender
 - b. Number and timing of successfully held ceremonies by number and category of guests attending
- v. Transcript and Certificates
 - a. Number and proportion issued each with a year of graduation
 - b. Number of complaints logged
- vi. Marketing of University Programmes
 - a. Number of programmes advertised in time
- vii. Payment of Fees
 - a. Number of the proportion of students paying tuition in time by programme, college, gender and sponsor
- viii. Document verification
 - a. Number of documents verified by year of graduation, programme, college, gender
 - b. Average duration that was taken in the verification process
 - c. Production and issuance of IDs

- d. Number of IDs issued per semester by programme, college and gender
- e. Average time is taken in issuing an ID
- f. Number of IDs replaced/reissued

ix. Orientation

- a. Number and proportion of new students completing sessions of orientation in the first week of reporting (by programme, college and gender)
- b. Number of staff involved in the orientation process (by designation)
- c. Documents issued to students in the orientation period

x. Timetabling

xi. Teaching materials

xii. Written Examinations.

- a. Number of courses with on-time published examination timetables (indicating venues, capacities, and time periods) and invigilation schedules
- b. Number and proportion of courses with examinations in time and according to the published timetable
- c. Number of courses allocated invigilators during examination
- d. Number and proportion of courses whose examination undergo internal moderation
- e. Number and proportion of courses whose grading was done on time (including on-time submission of results)
- f. Number and proportion of courses whose coursework were available before the date of the examination

xiii. Procurement of examination materials

- a. Number and proportion of courses with required materials procedures and disbursed in time

xiv. External Examination

- a. Number and proportion of academic departments that receives a call for nomination of external examiners
- b. Number and proportion of academic departments that nominate external examiners (list Department by this status)
- c. Number of external examiners (by Department)
- d. Number of proportions by courses that identified external examiner in time
- e. Number of courses with submitted external examiners reports

xv. University Senate

- a. Number of regular Senate meetings conducted (list serial number, number of participants and date)
- b. Number special Senate meetings conducted (list by issue, number of participants and date)

xvi. University Almanac

- a. Number of administrative units that that received the University almanac
- b. Level of adherence to the University almanac (Measured as a percentage)

2.10.4 Student's Services Directorate

i. Halls of Residence

- a. Numbers and capacities (beds, area in square meters per student, by gender)
- b. Number of students in the halls of residence
- c. Number of support staff in the halls of residence
- d. List of facilities (by hall of residence) such as ironing rooms, dining rooms, canteens, common rooms, sporting facilities, banking facilities, etc. available to students

ii. Worship centres

- a. Number of worship centres with published events schedules
 - b. Number of student community organizations associated with the worship centres
- iii. Sports
- a. Number of sporting facilities (by games, capacity, functionality) available for students
 - b. Number and category of staff available to support sporting activities
 - c. Number of sporting events (local and international) hosted by the facility in the University
 - d. Number of events hosted outside the University in which the University students participated
 - e. Number of sporting events by the sponsor
 - f. Number of events (on and off-campus) that were won by university teams
- iv. Students with Disabilities
- a. Number of facilities for students with disabilities (type, capacity, location)
 - b. Number of specialized staff in support of students with disabilities (by categories, rank, gender)
 - c. Number of helpers for students with disabilities (by gender)
 - d. Level of support for students with disabilities (by purpose say feeding, accommodation, helpers)
- v. Mzumbe University Student Organization
- vi. Successful completion (including installation of the regime) of the Mzumbe University Student Organization (MUSO) electoral process
- a. Number of committees in the MUSO governance structure with student representatives
 - b. Number of student representatives with feedback mechanism (for websites, assemblies, social media, notice boards)

- c. Number of facilities (by service provided and capacity) run by the MUSO Government
- d. Major activities successfully organized (by type, target, purpose, venue, sponsor, date)

2.10.5 Finance Directorate

- i. Budgeting process and procedure, number of cost centres that participate in the process by the time of completion
- ii. Budget implementation
 - a. Number of cost centres by compliance
- iii. Accounting for advances
 - a. Number of compliant individuals (By category)
- iv. Staff claims
 - a. Number and proportion of staff paid (by category of staff, posting unit, category of claim, amount)
 - b. Pensions
 - c. Contract gratuity
- v. Student payments for each category identify the number and proportion of students paid (by purpose of payment, college, amount, source of funding)
 - a. Special faculty allowances
 - b. Other student allowances
 - c. Students' refund
- vi. Suppliers' payments: number and proportion of University level suppliers paid (by category of service/product, purpose, amount, source of funding)
- vii. Payments of salaries
 - a. Number and proportion of staff whose salaries were paid (by staff category, amount, source of funding)
- viii. Statutory Payments
 - a. Number and proportion of statutory payments (by category, amount, source of funding)

- ix. University income
 - a. For each source of income, specify amount and proportion (by purpose and beneficiary)
 - a. Government subvention
 - b. Appropriation in aid
 - c. Development funding

2.10.6 Quality Assurance Unit

The following aspects shall be used to assess quality by the directorate:

- i. Auditing the admitted students at the University
 - a. Number of admitted students according to specific programme requirements each academic year.
- ii. Programme development and review
 - a. Number of developed and/ or reviewed academic programmes
- iii. Submitting programmes for accreditation
 - a. Number and proportion of programmes accredited by TCU.
- iv. Tracer studies:
 - a. Number of tracer studies conducted in a specified period
 - b. Proportion of students in the categories: Full-time employment; part-time employees; employed in government; employed in the private sector; self-employed; unemployed (looking for work or not looking for work) or continuing higher education.
 - c. Number of key employers (including potential employers) of Mzumbe University graduates within the curriculum categories of the University
 - d. Attributes (knowledge, skills, attitudes) of the graduates that are desirable by the employers
 - e. Number of the proportion of courses and curricula that are relevant to the needs of employers

- f. Describe the labour market in relation to the training opportunities at the University.
- v. Self-assessment
 - a. Number of academic units covered (by indicators considered)
- vi. Plagiarism checks
 - a. Number of reports checked (staff and students)
- vii. Monitoring the quality of services
 - a. Number carried out (by category, verdict and initiator)
- viii. Benchmarking:
 - a. Number of local and international institutions benchmarked (best practice and lessons learned)
- ix. Students' experience/satisfaction: number of students in different ratings (1 – 10) on the following aspects:
 - a. During the current academic year, to what extent have your courses challenged you to do your best work?
 - b. Indicate how satisfied you are with the course design and instruction methodologies (including relevance of topics covered and assessment mechanism) you have taken
 - c. Indicate the quality of your interactions with the academic faculty and staff
 - d. Indicate the quality of your academic interactions with other students
 - e. Indicate the quality of your interactions with student support services
 - f. Indicate your satisfaction with the quality of classrooms: accessibility, adequate in size to accommodate most classes: well lit: seating comfortably and convenient for conducting class activities
 - g. Indicate your satisfaction with the quality of IT infrastructure: availability of IT services for all your training needs (both on-campus and off-campus)

- friendly and helpful IT staff; speed, stability, and response time of the internet connection
- h. Indicate your satisfaction with the quality of libraries: an adequate variety of books and other publications, friendly and helpful library staff, convenient for searching publications and availability of digital library resources
 - i. Indicate your satisfaction with the quality of laboratories: adequate in size to accommodate most classes, furnished with state-of-the-art equipment, availability of materials for experimentation, support from competent laboratory staff
 - j. Would you recommend (University name) to graduating high school students?
 - k. Are you an undergraduate student? [] (please put X for NO or Y for YES)
- x. Teaching:
- a. Teaching workload
 - b. Teaching space
 - c. External examination
 - d. Student evaluation of teaching
- xi. Learning:
- a. E-learning
 - b. Student progression
- xii. Publications
- xiii. Staff Workload Management
- xiv. Anti-plagiarism

2.10.7 Estate Management Unit

- i. Staffing level (detailed staff categories and numbers against establishment)
- ii. New constructions
- iii. Maintenance works
- iv. Environment and heritage management
- v. Security management of personal and physical assets

- vi. Real estate development
- viii. Transport management

2.10.8 Procurement Management Unit

- i. Staffing level (detailed staff categories and numbers against establishment)
- ii. Logistics management (procurement of goods and services; disposal; updating asset register)

2.10.9 Information and Communication Technology Unit

- i. ICT support and maintenance
- ii. Development of website and blogs
- iii. ICT security

2.10.10 Campus colleges, Schools and Faculties

- i. Workload allocation to academic staff
- ii. To oversee effectiveness of core functions of the university under their units (teaching, research and consultancy)
- iii. Analysis of examination results
- iv. Ratification of examination results
- v. Teaching and facilitation
- vi. Submission of results for approval
- vii. Application and listing for graduation

2.11 Useful Information on the Web

Location	Useful information
Mzumbe University website: www.mzumbe.ac.tz	Quality Assurance Practices and Various University Information
TCU website: www.tcu.go.tz	i. University Qualification Framework (UQF) ii. Handbook for Standards and Guidelines for University Education in Tanzania
IUCEA website: www.iucea.org	Principles and Guidelines for Quality Assurance in Higher Education in East Africa Handbook for Quality Assurance in Higher Education Quality Assurance Guideline on Disability and

	other Special Needs for Higher Education in East Africa
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CHAPTER THREE

QUALITY IN TEACHING, LEARNING AND ASSESSMENT PROCEDURES

3.1 Quality Assurance within the University

Mzumbe University emphasizes on promotion of quality of teaching and learning environments which encompass the entire curricula and the learners.

3.1.1 Curriculum Development and Review

The non-degree and the degree programmes are designed following the institutional and national guidelines and procedures and in tandem with University Qualification Framework (UQF). The QAU is responsible for programme quality assurance guided by the expected learning outcomes. The expected learning outcomes are normally determined at programme competencies and at the course level. Expected learning outcomes are measurable results of a learning process which makes it possible to ascertain to which extent or level, a given competence has been developed and/or enhanced.

3.1.2 Student's Admission and Development

There are quality assurance mechanisms in place that oversees the following:

- i. Admissions criteria for both degree and non-degree programmes are available and clearly stipulated in the guidelines
- ii. Quality of admitted students
- iii. Passes and failure rates
- iv. Academic dishonesty
- v. Completion and dropouts
- vi. Granting and awards

The above shall be assessed as per University guidelines and regulations.

3.1.3 Teaching and Learning

It has been well-established that effective teaching and learning happens when the environment is conducive. Therefore, the University shall:

- i. Provide a conducive environment for teaching and learning by ensuring adequate space, furniture, lighting, power, teaching aids, laboratory and field facilities, and other relevant amenities such as a rest places.
- ii. Ensure all teaching facilities are accessible to students and staff with special needs.
- iii. Make sure that the teaching space matches class size at all times.
- iv. Ensure adequate library space and facilities are available to cope with the increasing student population.
- v. Provide dedicated space for postgraduate students.
- vi. Establish an International Liaison Office to cater to the needs of international students and researchers. The office shall deal with international students' affairs such as addressing culture and language barriers encountered during their arrival.
- vii. Ensure that the International Liaison Office in collaboration with the Language Studies Department will organize a Kiswahili course for beginners to assist international students to acclimatize to their new learning environment.
- viii. Make sure that the classroom services are of good quality in terms of availability of teaching spaces and facilities through a close working relationship between the QAU, Estate Management Unit and Information and Communication Technology Unit and other relevant offices.

3.1.4 Student-Centred Teaching and Learning

The University shall promote and emphasize on the application of student-centred teaching and learning strategies as a primary necessity for efficient delivery of quality knowledge and skills to learners. To fulfil this objective, the following shall be emphasized:

- i. Instructors should engage the students to explicitly acquire skills and ability to critically-think, solve problems, evaluate

- evidence, analyse arguments and generate hypotheses by explaining the importance or significance of the knowledge to be learned and providing clear, specific expectations for assignments related to the topic under offer.
- ii. Instructors should encourage reflection by students on what they are learning by including specific assignments through which the students can reflect, analyse and critique what they learn.
 - iii. Instructors should encourage self-reflection and assessment of individual performance over the duration of the course by providing frequent and immediate feedback to students on their performance and adopting mechanisms to appreciate students' performance during lectures and after tests or quizzes.
 - iv. Accurate course advice, within delegated authority should be provided to students in a timely manner. In addition, any question requiring further action should be referred to the appropriate person/office as required.
 - v. Career counselling to students through formal mentorship programmes.
 - vi. Production of a workable timetable in a timely manner.
 - vii. Curricula are designed in such a way that:
 - a. Instructions and assessments are not only linked but also complement one another.
 - b. Instructional strategies match individual students' needs (e.g., need for remedial programmes) to improve student performance.
 - c. Student progression is based on mastery of content.
 - viii. University policies, strategies and guidelines are adhered to.

3.1.5 Assessment of Teaching by Students

To enable academic staff, improve their teaching, student's evaluation of teaching at the University shall ensure that students:

- i. Are aware of the need to be objective in the assessment.
- ii. Assess teaching based on the course learning outcomes.
- iii. Provide honest assessment of the instructor's availability for consultation outside class hours.

- iv. Provide honest assessment of the instructor's engagement of students in the learning process.
- v. Provide honest assessment of the instructor's general presentation of the course.
- vi. Can propose areas for improvement in the course content when the same is next reviewed.
- vii. Can suggest areas where the instructor needs to improve for effective student learning.
- viii. Provide honest feedback on the coursework assessment.

Teaching Space/Rooms and Teaching Aids

(a) Teaching Space

The importance of teaching space for students' comfort, concentration, and hence, understanding cannot be overemphasized. Accordingly, teaching rooms should not only be places that provide a stimulating environment for students to learn from the training they are given by the instructors, but also for instructors to be able to offer the training effectively and conveniently. Therefore, the University shall ensure:

- i. Consistency in provision of adequate good quality teaching space of the relevant standard and specification as per intended session (e.g. lecture, seminar, examinations, practical training).
- ii. That teaching space meets health and safety and need of the people with special needs in accordance with the provisions of relevant legislations and policies.
- iii. University teaching rooms should be equipped with necessary facilities including modern and comfortable chairs for students, power cables or outlets, air conditioners or at least they should be well-ventilated to allow free movement of air.
- iv. Teaching space is included in the institution's long-term strategic planning and funding.
- v. There is a clear funding model so that budget holders and those supplying services for teaching space are not only accountable but demonstrate value for money.

(b) Teaching Aids

These include LCD projectors, microphone or public address systems, and modern whiteboards or smartboards.

3.1.7 Standard Class Size

Class size has an influence on students' learning. In accordance with the standard class size as prescribed in Mzumbe University Workload Policy and Operational Guidelines for Teaching Staff (2012):

- i. The University shall endeavour to have standard class sizes for all lectures and seminars.
- ii. In the case of large class sizes, efforts will be made to hire additional staff or teaching assistants or the staff involved will be compensated for the extra workload.
- iii. Classes for seminar sessions should not exceed 30 students.
- iv. Seminar sessions must be conducted in such a manner that allows all students the possibility to have hands-on experience and not be spectators.
- v. The University has established that the standard class size for lectures is not more than 120 students. The Mzumbe University Workload Policy and Operational Guidelines for Teaching Staff (2012) has explicitly recognized staff with extra workload.

3.1.8 Practical Training

Practical training is an important aspect for acquisition of skills and competencies to students. Therefore, the University shall make sure that field or internship training for every student is effectively conducted. Due to the nature of the practical skills required, every College, School, Faculty or Institute and the specific Department has its own arrangements in the timing and frequency of field training. Among other guidelines and policies, the Mzumbe University Undergraduate Field Attachment Policy of 2018 provides detailed descriptions for guidance.

3.1.9 Learning Resources

The University's Learning Resources Centres are the one-stop shop for the study materials, computing facilities, printing and much more. They include the following:

(a) Library

The University must ensure that the Library:

- i. Has adequate funding to allow it to perform its duties as per technological and knowledge advances.
- ii. Accommodates at least 25% of the students' population at once.
- iii. Provides access to electronic resources (e.g. journals and books) including virtual library services.
- iv. Has adequate space for work for small groups as they use resources within the library that cannot be taken out.
- v. Provides learning resources that support, and which are consistent with simple and confined programme curricula.
- vi. Offer adequate support to students, staff, researchers and the general public on how best to access online resources.
- vii. Conduct training to students and staff on the effective use of library resources and literature search.
- viii. Prepare and widely distribute library induction materials from time to time.

(b) Information and Communication Technology Resources

The University must ensure that:

- i. The ICT Unit is adequately financed to enable the provision of the required services to students, staff and researchers. The ICT Unit must make sure that digital resources meet the tests of usability and functionality and that the same assist the students in achieving the prescribed learning outcomes.
- ii. Practical use of IT resources by the ICT Unit in terms of content, context, and larger learning environment.
- iii. The ICT resources adequately facilitate teaching and learning, research and innovation for all academic units in the University.

- iv. The ICT Unit offers ICT services and support in terms of internet connection, video conference services and support, mail services, portal system (intranet), application and management systems (Students, Human Resource, Accounts and Finance), IP Phone services and support and maintenance of all ICT hardware and software.
- v. The ICT Unit ensures that the entire has a wireless connection (administration, laboratory & library, students centre, cafeteria, hostels, etc.) and also there is cable network connection in all buildings including students' hostels through the support of the fibre optic cable.
- vi. The ICT Unit endeavours to facilitate the establishment of open forum platforms where students, staff and the general public can offer feedback in relation to services and products offered by the University
- vii. The ICT Unit offers training in ICT-related matters to students and staff to enable them to use ICT services more effectively in their work and that this can be shared across platforms or retrieved using standard internet tools.
- viii. The ICT Unit ensures the availability of software to detect incidences of plagiarism.
- ix. The ICT Unit ensures that sources of information are clearly-listed and clear distinctions are made between internal links to other parts of the resource and external links that access other resources.

3.2 Best Practices

3.2.1 Practices for Academic Staff

The University shall ensure that academic staff undertake the following:

- i. Disseminate course information to students in a timely and effective manner.
- ii. Teaching requirements are met.
- iii. Provide accurate and timely feedback on academic/research reports to students.
- iv. Make special examination arrangements for students as may be required by University guidelines.

- v. Maintain strict confidentiality with regard to students' academic matters.
- vi. Keep accurate student records/information and transmit the same to their respective supervisors in a timely and effective manner.
- vii. Handle students' inquiries with care and in a timely manner.
- viii. Make sure that effective supervision of postgraduate students is done as per University guideline.
- ix. Ensure that there is timely reporting of academic and research progress.
- x. Promote academic excellence through teaching and research.
- xi. Provide pastoral care to students.
- xii. Be team players.
- xiii. Inspire students to aim for academic excellence.
- xiv. Adhere to University policies, rules, and guidelines.

3.2.2 Practices for Technical Staff

- i. Ensure availability and facilitate the distribution of teaching aids
- ii. Storing and maintaining teaching aids
- iii. Properly prepare and coordinate field practical training.
- iv. Properly guide students in their field practical training

3.2.3 Good Practices for Administrative Staff

- i. Timely completion and submission of reports.
- ii. Upgrading of systems/processes on a regular basis as the needs arise.
- iii. Develop and effectively implement operating procedures/guidelines.
- iv. Advise students and academic staff appropriately and timely.
- v. Advise and assist Heads of the Academic Departments and other staff on human resource (HR) issues.
- vi. Maintain and readily avail appropriate records for easy access.

- vii. The Estate Management Unit shall ensure that all necessary first aid and fire fighting equipment are available and working.
- viii. Being a team player.
- ix. Government and University policies, rules, and guidelines are adhered to.

3.2.4 Practices for Students

- i. Endeavour to make full use of the first days of each semester/course session to get a good understanding of the course content of the courses and the related course material. In addition, students should aim at being partners in learning.
- ii. First-year students should make sure they meet with their academic advisors within the first two weeks of the start of the semester.
- iii. Aim at getting involved in not only their classes but in all other campus activities or programmes (e.g. sports and games, seminars, and workshops offered by University staff and guests from outside the University, HIV/AIDS- and other students' clubs and activities for particular degree programmes).
- iv. Endeavour to receive clear academic, personal, and career goals advice from their academic advisors and identified counsellors as availed by the University from time to time.
- v. Aim to be active learners through problem-focused discussions, group work, writing assignments and participating in academic debates.
- vi. Prepare, through independent study, for discussions or other classroom activities before they arrive for class.
- vii. Be active participants and contributors to group assignments in their courses.
- viii. Objectively evaluate their instructors and course contents to allow improvement.
- ix. Ensure they do not miss classes except for compelling reasons and unavoidable circumstances.
- x. Ensure that University policies, rules/by-laws, and guidelines are adhered to.

3.3 Capacity Building for Staff

3.3.1 Capacity Building of Academic Staff

Quality, competence and commitment of academic staff are critical in maintaining and enhancing the high quality of learning and teaching. Therefore, the University will ensure that all academic staff are continuously reflecting upon and seeking to improve practice in all areas of their work as well as to advance learning and teaching, and research in their disciplines so as to produce good quality graduates with the requisite knowledge, technical and soft skills required for a vibrant economy. For the above to be a reality, the University Management and all Heads of Academic Units have to:

- i. Ensure that all initiatives to foster quality teaching involve instructors, technicians or technologists from the outset as well as Principals, Deans, Directors, Heads of Departments and other team leaders who are drivers of change.
- ii. Allocate adequate resources for staff development.
- iii. Develop appropriate tools to monitor teaching quality, and the tools should be well-designed to provide useful, constructive, and timely feedback to instructors.
- iv. Encourage instructors to link innovations in their teaching practice in accordance with the University's educational model.
- v. Identify and articulate pedagogical competencies required for quality teaching, which reflect the University's mission and core values.
- vi. Ensure that all academic staff attends at least one tailor-made module geared towards improving their teaching and/or other competencies.
- vii. Define a set of indicators of excellence in teaching (as well as in other areas) that the University may use to encourage improvement, evaluate performance, and take into account in decisions concerning tenure and promotion.
- viii. Provide opportunities for paid sabbatical leave for academic staff every five years, depending on resources availability.

- ix. Ensure that newly-recruited teaching staff receive initial training before commencing teaching or during the first year.
- x. Assign teaching mentor to newly-recruited teaching staff.
- xi. Support full-time teaching staff to manage their changing workloads and student mix.
- xii. Staff and students receive training in Occupational Health and Safety.

3.3.2 Capacity Building of Administrative Staff

To improve efficiency of administrative staff, the Management should ensure that there is:

- i. Orientation to the University by Human Recourses Office in collaboration with responsible College, School, Faculty, Institute, Directorate, Department or Unit.
- ii. Training on standard customer care practices.
- iii. On-the-job training in the relevant area.
- iv. Formal training in a higher university-level qualification for increased productivity.
- v. Training in Occupational Health and Safety.
- vi. Adequate training on the University accounting system for finance staff and other vote holders if required.

3.3.3 Capacity Building of Technical Staff

To improve efficiency of technical staff, the Management should ensure that there is:

- i. Orientation to the University by Human Recourses Office in collaboration with responsible College, School, Faculty, Institute, Directorate, Department or Unit.
- ii. On-the-job training in the relevant area.
- iii. Formal training in a higher university-level qualification for increased productivity.
- iv. Training in Occupational Health and Safety.

3.4 Management of Information

The University shall manage all information in a manner that is safe and not accessible to unintended persons. Therefore, the University shall ensure that:

- i. It captures, manages, preserves, stores and delivers the right information.
- ii. There is an official spokesperson for the University.
- iii. The Marketing and Promotion Unit does its work in accordance with its mandate.
- iv. Information that is not sensitive is shared without bureaucracy.
- v. Sensitive staff and students' information is not shared with third parties without their informed consent.
- vi. Staff is accountable to capture, manage, store, share, preserve and deliver information appropriately and responsibly.
- vii. Proper training is provided to all that handle mass information, that they are familiar with the policies/acts, processes, technologies and best practices in information management.
- viii. The University network is fully protected from cyber-attacks.

3.5 Quality Assurance in Examination Processes

3.5.1 Assessment and Types of Examinations Conducted at Mzumbe University

Assessment of students' academic progression at Mzumbe University is regulated by the Mzumbe University Students' Examinations and Assessment Criteria By-Laws, 2018. Undergraduate and postgraduate students are assessed differently under this By-Law, as shown below.

3.5.2 Assessment of Undergraduate Students

Undergraduate students are assessed through coursework, end-of-semester examinations, field attachment, research reports/field reports and oral examination of the research report. Course work comprises tests and written assignments (individual and group) which cumulatively account for 50 marks. End-of-semester examinations account for the remaining 50 marks for the particular course. For more information about the assessment framework and grading system, refer to Paragraphs 47-59 of the Mzumbe

University Students' Examinations and Assessment Criteria By-Laws, 2018.

3.5.3 Assessment of Postgraduate Students

Masters students are assessed through coursework, end-of-semester examinations, dissertation and oral examination of the dissertation. Coursework comprises tests, assignments and term papers that cumulatively account for 50 marks. End-of-semester examinations accounts for the remaining 50 marks for the particular course.

Students pursuing PhD are assessed and examined through research and defense of thesis by *viva voce*. For more information about the assessment framework and grading system for postgraduate students, refer to Paragraphs 63-73 of the Mzumbe University Students' Examinations and Assessment Criteria By-Laws, 2018.

3.5.4 Examination Setting, Internal Moderation, and Processing

The setting of University examination is done by members of academic staff who taught the respective course(s). In case a member of the academic staff is unable to set the examination for any reason, the Head of Department in which the course is hosted appoints another person of requisite expertise to set the examination.

After setting the examination, the staff submits the same to the Head of Department who subsequently submits it to the Examination Moderation Committee of the respective College, School, Faculty or Institute. After moderation, the examinations are handed over to the Examinations Coordinator in the respective College, School, Faculty or Institute who processes the examination in terms of typesetting, printing/photocopying, packing and sealing, assisted by a member(s) of academic staff appointed by the Head of Department on ad hoc basis. For more information about examination setting, moderation and processing, refer to Paragraphs 8-12 of the Mzumbe University Students' Examinations and Assessment Criteria By-Laws, 2018.

3.5.5 Invigilation and Conduct of Examinations

Invigilation is done by the Lecturer(s) who taught the respective course and/or any other member(s) of academic staff appointed by the Head of the Department depending on the number of candidates and size of the venues. During the conduct of examinations, invigilators and students are required to observe University Regulations as provided under Paragraphs 13-16 of the Mzumbe University Students' Examinations and Assessment Criteria By-Laws, 2018.

3.5.6 Marking and Declaration of Results

Marking of tests, assignments, term papers, end-of-semester examinations, and field/research reports are done by the Internal Examiner(s). Every member of academic staff teaching during the semester is obliged to give each candidate his/her aggregate coursework marks one week before the commencement of the end of semester examinations. If the Internal Examiner is unable to mark the examination someone else is appointed by the Head of the Department to take that responsibility.

After marking the end-of-semester examination(s), the Internal Examiner is obliged to upload students' scores into the Mzumbe University Academic Registration Management System (MUARMS). Further, he/she has to prepare and submit to his/her respective Head of Department marked scripts together with copies of coursework results, end-of-semester examination results and an elaborate marking guide showing the detailed distribution of marks for each part of each question.

After uploading results into the MUARMS, each academic department in the College, School, Faculty or Institute with programmes prepares a document that is discussed during the Board of Internal Examiners meeting. The Board of Internal Examiners deliberate on the examination results and make appropriate recommendations to the College, School, Faculty or Institute Board. The latter endorses, declares and releases provisional examination results pending approval by the Senate. Finally, examination results are approved and released to students by the Senate within 72 hours after the Senate meeting.

3.5.7 External Moderation

External moderation of examination is conducted once in every three years of the academic calendar. An External Moderator is supposed to be a competent academician/professional in a discipline approved by the Senate and where appropriate, an External Moderator from outside the country may be employed.

3.5.8 Examination Appeals

A candidate who fails at any end-of-semester examination, field research report, and/or dissertation may appeal against such results on the grounds of unfair marking and/or human error. Appeals are supposed to be lodged within 14 days from the date of release of examination results by the Senate.

CHAPTER FOUR

STUDENT AND STAFF SUPPORT SERVICES

4.1 Student's Services Directorate

Mzumbe University has designated a special Directorate with the responsibility of handling students' services. The Directorate is headed by the Dean of Students as stipulated in Article 16 of the Charter, 2007. The Directorate deals with all matters concerning students' welfare including accommodation, sports and games, guidance and counselling, religious services, services for students with special needs, students' health services, student's government and associations, services for international students, and funeral services in cases of death of a student. All these matters are handled by the Directorate in line with the Mzumbe University Students' Welfare Policy, 2018.

4.1.1 Counselling Services for Students and Staff

Globally, as well as in Tanzania, students and staff alike are facing different challenges that call for immediate action if their mental and general well-being is to be secured. Generally, universities have an important role to play in providing support for students and their staff in relation to mental health difficulties. Therefore, this sub-section offers general guidance on how the University shall ensure students and staff are at all times, in good mental health and are not under emotional distress so as to enhance their learning and productivity, respectively. To achieve the above, the University shall:

- i. Establish a Counselling Unit for both students and staff.
- ii. Employ competent counsellors to provide counselling services to students and staff.
- iii. Ensure that the Counselling Unit is allocated with adequate resources to enable it to offer effective and efficient services to both students and staff as may be required.
- iv. Devise ways by which students and staff with counselling needs can be identified.

- v. State procedures to be followed by staff and Heads of Department/Unit in referring students and staff for counselling services.
- vi. Counselling should be offered to discontinued students and staff whose working tenure has been terminated for various reasons.
- vii. Develop a manual to offer resources, intervention strategies and guidance when working with emotionally distressed students/staff or students/staff whose psychiatric or psychological needs exceed the services offered on campus.

4.1.2 Students and Staff with Special Needs

With regard to handling students and staff with special need, the University shall ensure that:

- i. All policies are cognizant of students and staff with special needs.
- ii. A favourable environment with respect to admission/employment, learning/training, and course assessment/examinations for students and staff with special needs is provided.
- iii. All University buildings have requisite facilities for students and staff with special need.
- iv. University buildings/infrastructure and other facilities allow easy access to students and staff with special needs.
- v. A good and convenient working environment is provided for students and staff with special needs to enhance their productivity.
- vi. All University buildings have requisite facilities for students and staff with special need.
- vii. Students and staff with special needs are adequately represented in various University committees and forums.

4.1.3 Students Accommodation

Like other public universities, Mzumbe University has limited accommodation facilities for students. At the Main Campus, there are hostels that accommodate 2,550 undergraduate students and 168 postgraduate students. At Mbeya Campus College (MCC), the University has three hostels that can accommodate up to 394

students. Currently, the University has no accommodation facilities for students at the Dar es Salaam Campus College (DCC). Students in need of accommodation at the DCC are advised to seek off-campus accommodation.

All hostels at the Main Campus and at MCC are furnished with water and electricity. Each room has a bed, mattress, chair, wardrobe, and study table. Allocation into university hostels is regulated by the Mzumbe University Accommodation Policy, 2013. According to this policy, priority is given to students with special needs, followed by foreign students, first-years and then continuing students.

Since accommodation space is limited, most of our students are advised to seek off-campus accommodation. Off-campus accommodation operates in two ways. First, the Students' Services Directorate identifies hostels that are close to the University and which are habitable, secure and reasonable in terms of quality and prices and gives contact to students. Secondly, after verification, contractual agreements remain between the student (tenant) and the accommodation provider (landlord).

In ensuring that students have access to decent accommodation, the University shall:

- i. Provide access to suitable accommodation for students with priority in accommodation allocation being given to students with special needs, female students and foreign students.
- ii. Enter into private partnerships to ensure adequate accommodation is provided within or nearby the campuses.
- iii. Availing timely and relevant information regarding accommodation services offered by the university.
- iv. Continue building new accommodation infrastructure to cater for the yearly student's enrolment increments.
- v. Ensure that the University Accommodation Bureau responds timely to the student's accommodation issues.

4.1.4 Health Care Services

Mzumbe University believes in the Latin phrase *mens sana in corpore sano* which is translated as "a healthy mind in a healthy body". Accordingly, the University has established a Health Centre at the Main Campus and dispensary at MCC which provide health care services to students, staff and the neighbouring community. To ensure that students receive medical services when needed, all students are registered with the National Health Insurance Fund (NHIF) and given cards at the beginning of every academic year. The NHIF cards enable students to access medical services at all NHIF registered service providers countrywide.

One's health is important for high learning and good work outcomes. Therefore, the University shall ensure that:

- i. University health facilities are properly manned.
- ii. University health facilities are adequately funded.
- iii. University health facilities have the requisite facilities and medicines at all time.
- iv. Health personnel are of the right qualification and mix.
- v. Professionalism is always maintained in the provision of health services to students and staff.
- vi. Confidentiality of students and staff sickness/illness information is always maintained.
- vii. Proper provision for managing and fighting back against any eruption of pandemic diseases.

4.1.5 Healthy Living Students and Staff

Generally, taking responsibility for students and staff health and well-being is vital to getting the most out of them and this enables them to make valuable contributions to the mission of the University. Therefore, the University shall encourage both students and staff to adopt and maintain healthy lifestyles. To achieve the above, the University shall:

- i. Encourage students and staff to engage in healthy lifestyle practices thus allowing them to be in control of their own health decisions.

- ii. Make sure trained staff are available for consultations, workshops, and programmes on a variety of topics including:
- iii. Stress management:
 - a. Nutrition,
 - b. Sleep management,
 - c. HIV/AIDS sexual health, and
 - d. Sexual harassment/Sextortion.
- iv. Provide services solely or in partnership with others that encompass the seven dimensions of wellness; physical, intellectual, occupational, emotional, social, spiritual, and environmental.

4.1.6 Sports and Recreation

Currently, the University has one volleyball and two football pitches at the Main Campus and one football and two volleyball pitches at MCC. Also, there is one netball, one tennis and two basketball courts at the Main Campus. For MCC, there are two basketball and two netball courts. The University has employed a sports trainer who is responsible for all sports activities involving students. Each year, the University organizes interfaculty games that bring together students from different faculties and schools to participate in various games including football, volleyball, netball and running. Winners receive prizes from the University Management.

The University shall promote physical activity and recreation among the students and staff as an important element for their physical, ethical, and social development. To achieve the above, the University shall:

- (i) Offer services that help the students and staff to enjoy their leisure time
- (ii) Provide adequate infrastructure that allows students and staff to participate in sports and games (e.g., football, basketball, netball, table tennis, Lawn tennis, Cricket, Volleyball, Athletics (track events), badminton, weight-lifting, swimming and indoor games, etc.

4.1.7 Worship and Spiritual Services

Mzumbe University respects freedom of worship. In that regard, students participate in religious activities without restriction. The major religious associations operating at the University are the Tanzania Movement for Catholic Students (TMCS) convened under the Tanzania Episcopal Council (TEC), the University Students' Christian Fellowship (USCF) convened under the Christian Council of Tanzania (CCT), the Mzumbe University Muslim Students' Association (MUMSA), and Tanzania Universities and Colleges Adventist Students' Association (TUCASA). Students are free to form religious associations provided that they comply with the University rules and regulations. Through these religious associations, students receive spiritual counselling and guidance from their Chaplains, Pastors, Priests and Sheikhs.

4.1.8 Catering Services

The University has food service providers within the Main Campus. These sell food and drinks to students and staff at affordable prices. In addition, there are small food vendors/caterers at all campuses who provide food and drinks to students and staff. Students and staff are free to utilize the services of any food provider of their choice.

In order to ensure that catering services meet acceptable health standards, the University shall ensure that:

- i. Suitable buildings/spaces are available for catering services considering the number of students and staff and the convenience of each.
- ii. Caterers serving the University and her campuses provide services in accordance with Tanzania Medicine and Drugs Authority (TMDA) guidelines.
- iii. Food of the right quality is served in all University food outlets.
- iv. Best practices for catering services are followed to protect the health and safety of students, staff, and guests of the University.

- v. Caterers abide by University's principles regarding waste management.
- vi. Caterers comply with Government and University rules and regulations regarding alcohol, retail and foodservice operations.
- vii. Special venue restrictions for caterers are issued for specific requirements such as where food or drinks may not be allowed and or dress code required for entry into the venues/eating areas.
- viii. If caterers intend to subcontract any portion of their agreement with the University, the subcontractor has to be approved by the University after meeting the same specifications and guidelines of the approved caterer.
- ix. Self-catering services may be made are available in designated places.

4.1.9 Transportation/Travel

The University may provide transport to staff and students in line with Government and or University policies and guidelines as outlined below:

- (i) Transport from residential to work stations as may be appropriate.
- (ii) Transport for staff and students to for excursions with designated picking points.
- (iii) Maintain a pool of vehicles effective and efficient coordination of transport services.
- (iv) Hire transport where the University fleet cannot accommodate all the required transport services in accordance with procurement procedures and guidelines.
- (v) Make regular service and maintenance of vehicles.
- (vi) Ensure that there is a timely procurement of transport or air travel services.

4.1.10 Security and Safety

By their very nature, University campuses are open and accessible to all members of the public. Although this enhances teaching and learning through provision of the required support services, it also presents security challenges that must be addressed. Therefore,

the University has to ensure that the safety and security of the University properties and people are maintained at high standards to allow students, staff and visitors to study and work without fear and under minimum stress. To achieve the above, the University shall:

- i. Prepare and implement a policy that deals specifically with campus safety and security.
- ii. Ensure that students and staff are aware of the provisions of the University Safety and Security Policy.
- iii. Strengthen prevention and preparedness initiatives for critical safety and security incidences on campus.
 - i. Use surveillance cameras (CCTV) to monitor security around the University campuses.
- iv. Maintain various systems for alerting students and staff on critical incidents on campus.
 - v. Provide adequate staffing in Security Unit.
 - vi. Provide adequate funding for security services.
- vii. Use a Visitor Management System to ensure that visitors to various University units are authorized through the use of sign-in visitors' logs or any other relevant method.
- viii. Build fences that are difficult to break through or destroy around sensitive areas.
- ix. Place doors in locations that are visible and their use can be monitored.
 - x. Control movement of traffic by non-university staff and students particularly during the night.
- x. Ensure that the Security Officers patrol all the areas around campuses especially where security and safety is deemed low.
- xii. Work closely with the Police to devise and implement strategies for ensuring that the security and safety of assets and people at the University are guaranteed.
- xiii. Ensure that the streets and walkways in the campuses have adequate lights and pavements for security and safety of users.

4.1.11 Investment and Business Centres

The University shall designate areas for investment and/or business services in accordance with Mzumbe University Land Use and Corporate Strategic Plan. The University may deploy its own resources for investment or collaborate with the private sector through the Public-Public Partnership (PPP) arrangement. Establishment of business centres is expected to provide decent shopping areas for various goods and services.

4.2 Students' Government

Article 29(1) of the Mzumbe University Charter, 2007 provides for the establishment of a Students' Organization to represent students in various organs and secure the welfare of students. Accordingly, there exists the Mzumbe University Students' Organisation (MUSO), which is the recognized representative body of students in all University affairs. The students' government is composed of the President, the Vice President, the Prime Minister, General Secretary, Ministers, and the Senators. It also consists of College, School, Faculty and Institute Representatives and Class Representatives. The composition of the MUSO Government is stipulated in its Constitution. The Constitution also provides for students' formal meetings which include the Students' Baraza and the Students' Representative Council to deliberate on various matters concerning students' welfare at the University. The University administration works very closely with the students' government in addressing students' welfare matters and ensuring harmony at the University.

4.3 Students' Participation in University Decision Making Bodies

Mzumbe University has a representation of students in all relevant decision-making bodies on matters concerning the core functions and students' welfare. At the Campus College, School, Faculty and Institute level, students are represented by College, School, Faculty and Institute Representatives. At the University Senate, students are represented by Senators who are elected from amongst students in each Campus College, School, Faculty and Institute. In the University Council, students are represented by

their President. Also, students have representatives in all Committees of the Council except the Appointment and Staff Development Committee. At all these levels, students' representatives have equal rights as other members.

4.4 Mechanisms for Promoting Students' Innovation and Creativity

As the world moves towards the 4th Industrial Revolution and digital economy, Mzumbe University capitalizes on innovation and creativity from both staff and students. In that regard, it has established a Resource Centre where students with brilliant ideas are trained, facilitated and empowered to develop innovative solutions to the country's and world's problems. In addition, the University holds an annual Entrepreneurship Camp which brings together entrepreneurial minds from across the country for inspiring and motivating students towards entrepreneurship. The event also gives students a chance to showcase their innovations, ideas and businesses. In the event, awards are given to students with the best entrepreneurial ideas, businesses or innovations for that particular year.

4.5 Mechanisms for Recognition of Students Performance

In order to motivate the best performance in academics, the University holds the Convocation Annual General Meeting every year. In the Convocation, the best students in each programme receive awards and certificates of the best performance from the University Management. In addition, some individual persons and companies also reward students with best performance in specific areas.

4.6 Staff Support Services

4.6.1 Staff Associations

The University has an association known as Mzumbe University Academic Staff Association (MUASA). This association is a representative body of all academic staff at the University. All academic staff at MU are de facto members of MUASA.

4.6.2 Staff Participation in University Decision Making Bodies

The staff of the University has their representation in all university decision-making bodies and organs. Academic and administrative staff have a representative member in every decision-making organ of the University. This ensures that staff interests and concerns are fairly handled at all levels of decision-making.

4.6.3 Staff Participation in Quality Assurance Processes

Mzumbe University is run in accordance to set codes of conduct, rules, regulations and procedures that govern all operations at the University. All staff are obliged to observe these instruments in the conduct of University business. In so doing, the University ensures that all services offered are up to quality standards. Further, there are Quality Assurance Coordinators in each Campus College, School, Faculty and Institute. These coordinators monitor and report to the QAU on implementation of the Quality Assurance Policy by the staff of the University at their respective units.

4.6.4 Health Care Services

University has a health centre at the Main Campus and dispensary at MCC which provide healthcare services to Mzumbe University students, staff and the neighbouring community. It is by national law that all government employees be registered with the National Health Insurance Fund (NHIF). Accordingly, all MU staff are NHIF beneficiaries. This enables staff to obtain healthcare services at the University health centres and other health care providers, countrywide.

4.6.5 Sports and Recreation

Staff of the University participate in games and sports in several ways. First, there is a Jogging Club which involves staff in physical exercises thrice a week. Second, staff participate in various national sports competitions which are organized country-wide for the staff of various government and private institutions.

4.6.6 Enabling Environment for Staff Development

Mzumbe University has a Human Resource Training and Development Guidelines and Programme 2017/18 – 2021/22

which provide the framework for staff training and professional development. The document is aligned to the 4th MU CSP which requires the University to train its staff to ensure the provision of quality services and meet the key result areas of the CSP.

4.7 Quality of Financial and Procurement Inputs

Mzumbe University's financial management is under the Finance Directorate while Internal Audit Unit undertakes the internal audit function. The main functions of the Directorates are well-described in the following paragraphs.

4.7.1 Finance Directorate

The Finance Directorate is headed by a Director who is assisted by other finance and accounting professionals employed by the University. This Directorate collects the University's revenue; settles bills, accounts, and other charges; and manages cash resources generated under all lawful transactions. This Directorate serves all stakeholders of the University including staff, students, casual labourers, contractors, and other suppliers. The operations of the Directorate are governed by national laws, regulations and circulars; international standards; professional codes of conduct; and the Mzumbe University Financial Regulations, 2019.

With regard to the Finance Directorate the University shall:

- i. Ensure that all University assets are registered and an up-to-date and accurate inventory exist.
- ii. Prepare budgets and forecasts in an efficient and provided timeframe.
- iii. Ensure the commitment of resources to all University units are well-understood when developing the budget by considering environmental factors that may impact the above.
- iv. Provide budget information to staff members in a detailed, accurate and timely.
- v. Provide sound and timely financial advice within delegated authority is provided to the Head of the Department, staff and students.
- vi. Ensure that data are entered into the University accounting system accurately and efficiently.

- vii. Ensure that accounts payable and receivable are maintained accurately.
- viii. Ensure that reimbursements and advances are processed as appropriate and in line with the Financial Regulations.
- ix. University staff receive assistance in the management of research accounts in relation to budgeting, costing worksheets, and reporting.
- x. Financial records are kept in an orderly manner to allow proper tracking by concerned staff.
- xi. Government and University policies, rules, and guidelines are adhered to.

4.7.2 Internal Audit Unit

The Internal Audit Unit is established under the Mzumbe University Internal Audit Charter. The Unit has the duty to provide the Council with an independent appraisal of adequacy, effectiveness of financial and operational controls, risk management, and governance processes within the University.

The role of the Unit is further amplified by the Institute of Internal Audit’s professional requirements, whereby the internal audit functions are required to add value by providing both assurance and consulting services, through a systematic and disciplined approach in evaluating and improving risk management, control, and governance processes.

The Unit conducts a total of 14 audit projects by considering its relevant risks which may hinder the achievement of organizational objectives. The projects conducted enable the Unit to assure risk management processes. Table 1 lists the projects that are conducted and units where the same is done

Table 1: List of Auditable Areas of Audit Projects

S/N.	Auditable Area	Directorate/Faculty/Unit
1.	Monitoring and Evaluation Systems of CSP	Planning Directorate
2.	Operationalization of Risk Management Framework	
3.	Compliance with	Procurement Management

	Procurement Law	Unit
4.	Quality Assurance Systems	Quality Assurance Unit
5.	Works Contract Management Activities	Estate Management Unit
6.	Research and Publication operations	Research, Publications and Postgraduate Studies Directorate
7.	Management of Organizational Expenditure	Finance Directorate
8.	Revenue Collection Systems	
9.	Asset Register Management	
10.	Budgetary Implementation Control	
11.	Projects Operations	PC's
12.	Organizational Security Systems	Security Unit
13.	Academic Workload Allocation	College, School, Faculty & Institute
14.	Students' Welfare Services	Students' Services Directorate
15.	Financial Statement Reviews	Finance Directorate
16.	Audit Follow Up Activities	ALL

4.7.3 Procurement Management Unit

Mzumbe University has a special unit dealing with procurement. The Procurement Management Unit (PMU) oversees all procurement activities at the University in order to obtain maximum value for money in the procurement of goods and services. Operations of this Unit are conducted in line with the Public Procurement Act No. 7 of 2011 and its Regulations of 2013 (as amended in 2016). Also, the Unit is guided by the Mzumbe University Procurement Manual, 2015 which enjoins University staff to ensure that procurement proceedings are carried out in an effective and efficient manner to realize the value for money spent in procurement.

The Manual provides an institutional arrangement of units, organizations, or authorities required to ensure procurement proceedings are carried out in a fair, economical, equitable and transparent manner. Further, the manual provides for procurement planning, procedures, methods, and criteria that are to be adhered to in order to achieve standards of equity in the procurement proceedings.

4.7.4 Inspection and Quality Control in Procurement

In order to ensure quality in procurement, goods delivered are inspected, sampled, and tested by the University and are accepted only if they are up to the standards stipulated in the procurement contract. In that regard, procurement contracts contain a clause providing that the supplier shall be responsible for all costs and expenses incurred due to a justified rejection of his goods on the ground that they are below standards stipulated in the contract. To achieve this objective, for each procurement tender, the University appoints a Goods Inspection and Acceptance Committee which inspects the goods at the office of the University or, the user or at the site specified in the contract and counts the goods to ascertain whether they are correct and complete in accordance with the agreement.

In case of a technical or scientific test or experiment, an expert or qualified person in respect of the goods may be invited for consultation, or the goods may be sent to that qualified person for a test.

4.7.5 Goods acceptance certificate

Where goods are accepted, a signed Goods Acceptance Certificate is issued to the supplier and a copy of the certificate is kept by University to support the processing of payment.

CHAPTER FIVE

QUALITY OF RESEARCH, PUBLICATIONS, INNOVATION, CONSULTANCY AND OUTREACH ACTIVITIES

5.1 Research and Innovations

5.1.1 MU Research and Innovation Policy, and Operational Guidelines

Mzumbe University has a Research and Innovation Policy, 2020 which is aligned to the University vision and mission, and the 4th MU Corporate Strategic Plan (2017/18 – 2021/22). The ultimate policy goal is to provide guidance to MU researchers in knowledge generation, development and innovation for addressing the current and future challenges in the socio-economic development in Tanzania and beyond.

The Policy provides a mechanism of ensuring that research and innovation programmes at MU address the University vision, mission and objectives as articulated in the Charter and other University documents.

5.1.1.1 Quality Assurance in Research and Innovation

In order to ensure quality in research and innovation activities, the University has mandated the Research, Publication and Postgraduate Studies Directorate (RPPSD) to coordinate, administer and oversee all research, publication and innovation activities at the University.

For research and publication, each Campus College, School, Faculty or Institute has a Research and Publications Committee (FRPC) which coordinates research and publication activities at the respective level. For innovations activities, each Campus College, School, Faculty or Institute has an Innovation Committee (INC) which coordinates innovation activities.

To promote good practice in the above functions, the University shall:

- i. Promote ethical conduct of research by students and staff as per University policy and guidelines.
- ii. Continuously monitor and evaluate the quality of research done both at the University and in the field.
- iii. Recognize students' and staff's outstanding contributions to research.
- iv. Promote Public-Private Partnership (PPP) funding of research.
- v. Promote contract research with industry.
- vi. Promote problem-solving research.
- vii. Ensure timely dissemination of research results/findings.
- viii. Enhance through training, coaching, and mentorship students and staff's grant-winning research proposal writing skills.
- ix. Disseminate innovations developed by students and staff through outreach programmes.
- x. Ensure that students and staff provide accurate information on research funding/grants.
- xi. Ensure that students and staff meet the required deadlines as per research funding criteria/institutions.
- xii. Provide administrative assistance to students and staff in preparing applications for research grants.
- xiii. Ensure that students and staff effectively liaise with the Research, Publication and Postgraduate Studies Directorate.
- xiv. Maintain accurate records on research funding and publications.
- xv. Add publications to the database to meet relevant timelines.
- xvi. Ensure that communication of results/findings with relevant stakeholders is timely and effective.
- xvii. Provide relevant reports as required.
- xviii. Ensure that a user-friendly reporting system is developed by the DRPS in accordance with the Government's move towards e-governance.
- xix. Ensure that University policies, rules and guidelines relating to research are adhered to.

5.1.2 MU Publication Policy and Operational Procedures

Mzumbe University has in place a mechanism to monitor publications processes and output that are being done by its academic staff. Mzumbe university uses a publication policy and operational procedures of 2020 to decide on the qualities of publication outputs emanated from the core activities of the university which are teaching, research and consultancies. The main objective of the policy is to provide guidelines that ensure all publications made by academic staff and students are published and disseminated as per acceptable ethical standards.

5.1.2.1 Research and Publication Outputs

Research activities must be conducted in such a way that the output produced meets the quality requirements in consonance with MU Quality Assurance Policy and practices. MU has put in place strategies to this end, which include developing and disseminating research quality assurance guidelines and indicators; monitoring the quality and number of publications resulting from research undertaken by the staff of various ranks, and conducting surveys to obtain feedback on quality and value of research results.

5.2 Consultancy and Outreach Activities

5.2.1 Quality of Short Courses and Consultancy Services

Mzumbe University has established a MU Short Courses and Consultancy Policy, 2018 which guides the implementation of short courses and consultancy activities at the University. The Policy aims at the following:

- (i) To guide the operationalization of short courses and consultancy activities at the University.
- (ii) To search for and deliver high quality, customer-driven short courses and consultancy services,
- (iii) To ensure sustainable generation of income for the University thus the ability of the same to fund its activities, projects and programmes which would otherwise not be funded due to lack of funds,

- (iv) To motivate members of staff to be more aggressive in soliciting short courses and consultancy opportunities to enhance their practical experience in their respective fields of specialization,
- (v) To ensure equal opportunities for all faculty members with an emphasis on gender equity,
- (vi) To link short courses and consultancy with the teaching and research functions,
- (vii) To contribute to the attainment of national capacity-building goals by providing high-quality knowledge to practitioners in various sectors through professional development programmes; and,
- (viii) To contribute to community development through the delivery of professional services.

In order to ensure quality in consultancy services, the University has a Public Services Directorate (PSD) which has the overall responsibility on the coordination of all short courses and consultancy activities undertaken by y staff. In fulfilling this responsibility, all staff shall register with PSD all short courses and consultancy and outreach activities undertaken by them. At all times, short courses and consultancy services shall be conducted in accordance with the Mzumbe University Guidelines for Monitoring and Evaluation of Consultancy and Outreach Services, 2019.

5.2.1.1 Quality of Outreach Activities

Mzumbe University has a special unit under PSD that oversees the quality and procedures of conducting outreach activities. However, academic units can organize outreach activities based on the need of the surrounding communities in addressing various social and professional problems. For example, in the Faculty of Law, there is a special unit for providing legal aid to members of the surrounding community called the Legal Aid Clinic. The service of the Legal Aid Clinic is delivered by law staff and students. The Clinic also conducts public awareness meetings with various groups of people to educate them on different laws and legal processes applicable in Tanzania. Through those meetings, legal experts assist various clients in addressing their problems.

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