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MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

MOSHI CO-OPERATIVE UNIVERSITY (MoCU)
CHUO KIKUU CHA USHIRIKA MOSHI

HIGHER EDUCATION FOR ECONOMIC TRANSFORMATION (HEET) PROJECT (P166415)

GUIDELINES FOR ESTABLISHING AND OPERATIONALISING INDUSTRIAL ADVISORY COMMITTEE

NOVEMBER, 2022

FOREWORD

The Moshi Co-operative University (MoCU) is implementing the Higher Education for Economic Transformation (HEET) Project through the Ministry of Education, Science and Technology (MoEST) under World Bank funding. The Project Development Objective (PDO) is to strengthen the teaching and learning environment, align priority programmes with the market, and improve the management of the education system.

In implementing the HEET project activities, among other things, the University is required to establish an Industrial Advisory Committee (IAC) aiming at ensuring relevant industry professionals are engaged in the design and delivery of priority degree programmes. In particular, the Committee will advise the University on matters related to field practicals, curricula review and development aiming to align priority programmes with the market/industry. The IAC will also serve as a University ambassador by establishing connections for partnership arrangements and information and ideas exchange with a range of stakeholders.

The HEET project directs University to constitute a committee of at most 12 members (depending on the priority disciplines) from the industry/private sector for the aforementioned role. Therefore, the Guidelines for Establishing and Operationalising Industrial Advisory Committee provide procedures for establishing the Committee as well as guidance to the committee when fulfilling its responsibilities. It is my hope that the University, Committee members and other users of the guidelines will find these guidelines useful for the functioning of the IAC and the betterment of the University.

These guidelines will be reviewed after every three (3) years to cater for changing academic and societal needs. On behalf of the University Management, I thank all those who participated in one way or another during the preparation of this document.

Prof. Alfred S. Sife

Vice Chancellor

ACRONYMS

DVC ARC	-	Deputy Vice-Chancellor Academic Research and Consultancy
HEET	-	Higher Education for Economic Transformation
IAC	-	Industrial Advisory Committee
ICT	-	Information Communication Technology
KICoB	-	Kizumbi Institute of Co-operative and Business Education
MoCU	-	Moshi Co-operative University
MUCCoBS	-	Moshi University College of Co-operative and Business Studies
ToR	-	Terms of Reference
UPIU	-	University Project Implementation Unit

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1.0 INTRODUCTION

1.1 University Background

Moshi Co-operative University (MoCU) came into being as a result of transforming the Moshi University College of Co-operative and Business Studies (MUCCoBS) to a full-fledged University in September 2014 with responsibility of providing quality training, research and advisory services for co-operative and business development. The MoCU was the then Co-operative College Moshi established in 5th January 1963 to train human resource in the co-operative sector before transformed to MUCCoBS as the Constituent University College of Sokoine University of Agriculture in 2004. The MoCU is located in Moshi Municipality, on the foot of Mount Kilimanjaro along Sokoine Road. The University has an Institute located in Shinyanga Region along Tabora Road, namely Kizumbi Institute of Co-operative and Business Education (KICoB). In addition, the University operates 13 regional offices catering for all regions in Tanzania.

1.2 Project Background

Since its establishment, the University engaged in implementation of various activities related to promotion of co-operative and business development. In fulfilling its mandate, the University faced a number of challenges including several deficiencies in existing programmes that led to skills mismatch; inadequate and poor teaching and learning facilities to meet the ever-increasing demand for programmes and services offered in the co-operative sector; use of the conventional face to face delivery method even in programmes which are offered in a distance learning mode; insufficient staff and low proportion of academic staff with PhD; no well-established feedback mechanisms and assessment tools to gauge the effectiveness and efficiency of the University in meeting market and private sector aspirations; limited revenue base; and gender inequality.

The Higher Education for Economic Transformation (HEET) Project is a World Bank financed project developed to address challenges currently facing the higher learning institutions in Tanzania; MoCU is one of the institutions

implementing this project. Specifically, the project aims to strengthen the teaching and learning environment, align priority programs with the market, and improve management of the education system. Also, the project is aligned with national aspiration of transformative change of the economy with the view to build an industrial-based economy; attaining a middle-income country status and bolstering employment opportunities among various social groups, particularly young people who constitute the largest segment of the national population. This aspiration requires working towards an inclusive economic transformation, with special focus on expansion of key industries such as construction, information communication technology (ICT), transportation, and mining.

To meet the project objective of strengthening teaching and learning environment, aligning the University priority programs with the market, formation of an Industrial Advisory Committee (IAC) is one of the requirements in the HEET project. The primary objective of establishing the IAC is to ensure engagement of relevant industry professionals in the design and delivery of priority degree programmes and their alignment to market needs. As per these guidelines, IAC is a group of industry/private sector representatives who serve as a loud speaker of a specific industry/industrial cluster on influencing the delivery of University core activities of teaching, research and knowledge transfer that meets the expectations of the labour market.

1.3 Rationale and Scope of the Guidelines

Under HEET project, the University is required to establish an Industrial Advisory Committee (IAC) which will be responsible, among other things, to advise the University on matters related to field practical, curricula review and development with the aim of aligning programmes with the market/industry. The committee is expected to provide valuable guidance and input on how University programmes can remain competitive and cope with the industry and market. The IAC will also serve as University ambassador by establishing connections for partnership arrangements and information and ideas exchange

with a range of stakeholders. Furthermore, importance of IAC is rooted from growing pressure of developing curricula that addresses societal needs.

These guidelines stipulate the procedures for establishing IAC, composition, terms and conditions, and functions of the committee. The guidelines also explain how the committee meetings will be held and remuneration arrangements. Generally, these guidelines guide the University in establishing the IAC and the committee in fulfilling its functions.

2.0 IAC FORMATION AND APPOINTMENT PROCEDURES

2.1 Selection Criteria

The following are selection criteria to be considered during recruitment of IAC members:

(i) Ability to influence: IAC member shall be selected based on the ability to influence delivery of core functions of the University and have influence on final decisions within their organization or within the industry;

(ii) Professional/Academic Excellence: The IAC member shall be selected based on his/her academic strength on the respective priority discipline to whom is going to be selected;

(iii) Relevant Experience in the Industry/Private Sector: The committee member shall have experience of working at least for five years in the industry. In addition, shall be capable and knowledgeable in respective priority discipline;

(iv) Managerial Capacity: The member to be selected shall possess governance and managerial skills;

(v) Interest in growth of the University, and;

(vi) Other important qualities of the candidate as added advantages include:

- Record of achievements in the particular priority discipline;
- Expertise and experience in cross-cutting issues (diversity);
- Record of helping and advising others in different aspects;
- Ethical and integrity good record;
- Connections or networks with various institutions in industry/private sector, and;

- The committee member should be able to work as a team (team work).

2.2 Committee Composition

The IAC shall constitute (10) members as follows:

(i) Seven (7) members from the industry/private sector selected by considering the priority disciplines. One of the members may be selected from outside the country.

(ii) Three (3) members from within the institution due to their position; these are

- Deputy Vice Chancellor – Academic, Research and Consultancy (DVC - ARC);
- HEET Project Coordinator, and;
- Private Sector Engagement Specialist – HEET Project.

2.3 Appointment Procedures

The appointment procedures for IAC members shall be as follows:

(i) Members of the Committee from the industry/private sector shall be proposed by the University Project Implementation Unit (UPIU) in collaboration with heads of departments related to the priority disciplines;

(ii) At least ten (10) members (with at least two (2) members from each priority discipline) from industry/private sector shall be proposed and seven (7) recommended for selection. Three (3) members from within the University shall entre into the Committee automatically due to the position they hold;

(iii) The proposed members shall be submitted to the University Management for deliberation and approval;

(iv) The approved members of the IAC shall be notified by giving them "Appointment Letter". The letter of appointment will include, among others, the responsibilities, terms and conditions of the committee;

(v) Replacement of the removed/terminated member(s) for any reason before the end of tenure will be done by considering the proposed list of

members already discussed during relevant authority meetings without going through normal appointment procedures, and;

(vi) Within the last three (3) months of the term of the Committee, the UPIU in collaboration with heads of departments related to the priority disciplines shall search suitable members and propose to the relevant authorities for approval.

3.0 IAC FUNCTIONS, TERMS AND CONDITIONS

3.1 Functions of IAC

The specific functions of the IAC shall include the following:

(i) Making recommendations that will help the University to address educational needs of business, industry, labour, and/or the profession;

(ii) Advising the University to ensure that it produce graduates with the skills to meet employment needs;

(iii) Advising the University on the suitability of curricula and its delivery mode;

(iv) Serving as an ambassador of the University and a communication link between the University and the community;

(v) Advising the University on matters related to student/staff industry placements;

(vi) Advising the University on engagement of senior and experienced personnel from industry to be part of curricula delivery as adjunct staff at the University;

(vii) Recommending outstanding professionals and practitioners to provide field and industrial experience, special lecture and mentorship to students;

(viii) Soliciting opportunities for collaboration in applied research and innovation, knowledge transfer and public service delivery that leads to increase efficiency of the industry and income generation of the University;

(ix) Assisting in identification and acquisition (when appropriate) of external funding and resources to support students and academic programmes (scholarships, programme materials, and other resources), and;

(x) Providing professional opinions as the case may deem necessary.

3.2 Terms and Conditions

(i) The IAC membership will be valid for a period of three (3) years renewable once;

(ii) A member of the IAC may be removed/terminated in case of any ethical issue associated to the member in person or his/her organization;

(iii) Membership of the Committee shall cease when a member misses three consecutive meetings of the Committee without informing the Chairperson, or due to death of the member;

(iv) There shall be no representation to the Committee meetings, and;

(v) During the face-to-face meetings, the Committee member shall be facilitated with transport allowance and per diem as per government regulations; and the committee member shall be paid sitting allowance in any meeting including virtual.

4.0 COMMITTEE LEADERSHIP

The IAC will be leaded by Chairperson who will be assisted by Committee Secretary and Secretariat.

4.1 Committee Chairperson

The Committee Chairperson shall be voted by the Committee members among the selected members from industry/private sector during the first Committee meeting.

4.1.1 Roles of the Committee Chairperson

The primary role of the Committee Chairperson is to ensure that the Committee is effective in fulfilling its functions. The specific Chairperson responsibilities, among others, are as follows:

(i) Act as the Committee's leading representative. This involves the presentation of the Committee's aims to potential industry stakeholders outside the University;

(ii) Chairing Committee's meetings. This involves determining the order of the agenda; ensuring the Committee members receives accurate, timely, and clear information; keeping track of the contributions of individual committee member, ensuring they are all equally involved in decision-making. The Chairperson should be directing discussions towards consensus views and agreements and should be summing up discussions so that everyone understands what has been agreed upon;

(iii) Ensuring effective and constructive communication with stakeholders in the industry;

(iv) Ensuring that the Committee members are doing what they are supposed to do, and;

(v) Promoting and upholding ethical conducts of the Committee and its members.

4.2 Committee Secretary

The HEET Project Coordinator will be the Secretary of the IAC with the primary role of supporting the Committee Chairperson in ensuring the smooth functioning of the IAC. The specific responsibilities of the Secretary include:

(i) Ensuring meetings are effectively organized and recorded;

(ii) Maintaining effective records and administration;

(iii) Upholding the legal requirements of Committee documents, and;

(iv) Facilitating communication and correspondence.

4.3 Committee Secretariat

Depending on the matter(s) to be discussed, three members from UPIU will form the Secretariat of the Committee. The fundamental role of the Secretariat is to assist Committee Secretary in discharging his/her responsibilities. The specific responsibilities of the Committee Secretariat include:

(i) Gathering and preparing background information on various issues that will be discussed by the IAC;

(ii) Organizing IAC meetings; and

(iii) Carrying out the recommendations made by the IAC.

5.0 COMMITTEE MEETINGS

The IAC shall meet twice in a year. However, the Secretary of the Committee in consultation with the Committee Chairperson may call for an adhoc meetings (not exceeding two (2) meetings in a year) when need arises. For the purpose of efficiency, the Committee may co-opt any person necessary for the respective meeting.

5.1 Administrative and Financial Support

Administrative and financial support shall be provided by the HEET Project. This includes secretarial services and meeting costs such as costs for conference facilities, accommodation and travelling.

5.2 Modes of Conducting Meeting

The Committee shall convene face-to-face meeting or by teleconference when required. The meetings may involve tours subject to the Committee Chairperson's approval and availability of funds. Also, other industry or government officials may be invited to the meetings as guest speakers where necessary. In addition, the date and venue for the next meeting will be decided by the University and communicated to the IAC members within a reasonable time.

5.3 Management of Agendas

Draft agendas for each meeting will be prepared by the Secretariat four weeks before the meeting. The final agendas and other relevant documents shall be circulated to all Committee members two weeks prior to the meeting. In case additional items are proposed for discussion when the agendas are already finalized; this shall be resolved by the Committee Chairperson.

5.4 Meeting Records

The Committee Secretariat shall prepare summary records of the meeting, including matters to consider. The minutes (together with agendas) shall be circulated to the Committee members before the next meeting. Discussions and minutes of the IAC meetings are not for public therefore are confidential.

6.0 REVIEW OF GUIDELINES

These guidelines will be reviewed in consultative manner every three (3) years.

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