UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

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

QUALITY ASSURANCE POLICY (2015)
(Made under Article 30 of the MoCU Charter,2015)

PROPOSED SECOND EDITION

DECEMBER 2021

TABLE OF CONTENTS

FOREWORD

Universities have the responsibility of preparing the workforce as well, as serving the community at large through research, advisory, and community outreach services. To effectively deliver these services and remain relevant, quality must not only be ensured but also maintained and continuously enhanced. As such, quality assurance is both an internal and external demand. Internally, there is a need to have sound operational instruments and structures for monitoring quality. Externally, the Government, through the Tanzania Commission for Universities, has put in place a framework for ensuring quality. This system is primarily informed by the Universities Act of 2005 and the National Higher Education Policy of 1999. At the regional level, the Inter-University Council for East Africa is engineering for harmonised quality assurance measures across the East African Region. All these demands must be embodied and captured by the internal quality assurance system.

This quality assurance policy is pivotal in propelling the Moshi Co-operative University (MoCU) towards achieving its vision and mission while observing the highest standards of quality. In this regard, every member and organ of the University are called upon to play their respective role in ensuring that this Policy is implemented objectively. I welcome all of you to internalise the contents of this policy and strive to adhere to this Policy.

Prof. Alfred S. Sife
Vice chancellor

LIST OF ABBREVIATIONS

BCS	Bureau of Consultancy Services
DCLA	Directorate of Co-operative Library and Achieves
DHRMA	Directorate of Human Resource Management and Administration
DoS	Dean of Students
DPF	Directorate of Planning and Finance
DRPS	Directorate of Postgraduate Studies
DUS	Directorate of Undergraduate Studies
DVC-A	Deputy Vice Chancellor (Academic)
DVC-AF	Deputy Vice Chancellor (Administration and Finance)
FBIS	Faculty of Business and Information Sciences
FCCD	Faculty of Co-operative and Community Development
ICCE	Institute of Continuing Co-operative Education
IUCEA	Inter-University Council for East Africa
KICoB	Kizumbi Institute of Co-operative and Business Education
MUCCoBs	Moshi University College of Co-operative and Business Studies
MoCU	Moshi Co-operative University
QA	Quality Assurance
SUA	Sokoine University of Agriculture
TCU	Tanzania Commission for Universities
VC	Vice Chancellor

CHAPTER ONE

INTRODUCTION

1.1 Background to Moshi Co-operative University

The history of the Moshi Co-operative University (MoCU) dates way back to 5th January 1963 when the then Co-operative College Moshi was established. The College's primary responsibility was training of human resource in the co-operative sector under the then Ministry of Co-operatives and Community Development. The College was subsequently established through the Co-operative College Act No. 32 (Repealed) of 1964 as an autonomous institution with its own Governing Board. In 2004, the Co-operative College Moshi was transformed into MUCCoBS as a Constituent University College of Sokoine University of Agriculture (SUA) through the Government Declaration Order No. 22 of 2004. MoCU came into being as a result of transforming MUCCoBS to a full-fledged University in September 2014. The University is governed by its own Charter, made under the Universities Act No. 7 of 2005 (Cap 346) of Tanzania laws.

MoCU is located in Moshi Municipality, on the foot of Mount Kilimanjaro along Sokoine Road. The University has two faculties, namely: Faculty of Co-operative and Community development (FCCD), and Faculty of Business and Information sciences (FBIS). It also has three directorates namely; Bureau of Consultancy Services (BCS); Directorate of Co-operative Library and Archives (DCLA); Directorate of Research and Postgraduate Studies (DRPS); and Institute of Continuing Co-operative Education (ICCE) and Kizumbi Institute of Co-operative and Business Education (KICoB). In addition, the University operates 13 regional offices catering for all regions in Tanzania. These

offices are in Mtwara (serving Mtwara and Lindi regions), Mbeya (serving Mbeya, Rukwa and Songwe regions), Kilimanjaro (serving Kilimanjaro, and Arusha regions), Shinyanga (serving Shinyanga and Simiyu regions), Mwanza (serving Mwanza, Geita, Mara and Kagera regions), Iringa (serving Iringa and Njombe regions), Dodoma (serving Dodoma and Morogoro regions), Coast (serving Coast, Dar-es-Salaam regions; Unguja and Pemba Islands), Singida (serving for Singida and Manyara regions), Ruvuma, Tanga, Tabora (serving Tabora and Katavi regions) and Kigoma.

1.2 Vision and mission

1.2.1 Vision

To be "an eminent academic institution committed to support co-operative and business development"

1.2.2 Mission

"To promote sustainable co-operative and business development through quality training, research and advisory services".

1.3 Core Values

The University core values include *cooperation, professionalism, integrity, transparency, accountability, social responsibility, equality, courtesy to all, creativity and innovation.*

1.4 Motto

"*Ushirika ni Biashara*"

1.5 Objectives and Functions

The general objects and functions of the University shall be to advance knowledge, wisdom, understanding and enhance creativity through training, research and advisory services on all matters relating to co-

operative development, rural transformation, business studies, information and communication technology, law and any other relevant area of learning and knowledge at national and international levels. The specific objects and functions of the University are spelt out in the MoCU Charter, 2015.

1.6 Rationale of the Policy

This policy illustrates various courses of action that the University shall take when dealing with all matters pertained to quality assurance and control in the main campus, Kizumbi Institute of Co-operatives and Business Education and in the regional offices.

Various issues and developments taking place within and outside the University including requirements by the Universities Act of 2005, MoCU Charter, Tanzania Commission for Universities (TCU) and the Inter-University Council for East Africa (IUCEA) have necessitated the policy. Likewise, the policy is necessitated by the increase in academic programmes at different levels; increase of student enrolment; increased demand for student services; and increased teaching load. Furthermore, the policy is prompted by increased research, consultancy and outreach services; expansion of the University and the increase in staff members in the University. Similarly, the proliferation of higher learning institutions has also led to competition in student enrolment and service delivery of which quality becomes a key component. In addition, the policy is prepared in line with national, regional and global reforms; the growing importance of student mobility; and meeting the desired need of the international labour market.

Because of these developments, there is a need to have a common learner-centred learning outcome. Thus, the need for a guiding policy that shall guide the entire process regarding the implementation of quality issues within the University to meet the demand for sufficient and quality services among the clientele.

CHAPTER TWO

OBJECTIVES AND SCOPE OF THE POLICY

2.1 Objectives

The main objective of this Policy is to ensure that quality education is provided using appropriate resources and infrastructures. Specifically, the Policy aims to:

(i)   Promote and protect academic standards, quality of teaching, learning, assessment and certification;

(ii)   Evaluate the quality of research, consultancy services and community engagement programmes;

(iii)   Ensure well-defined governance, management and recruitment system;

(iv)   Mainstream quality in planning, implementation and evaluation at all levels;

(v)   Monitor the quality of information dissemination of all University activities;

(vi)   Monitor and evaluate internal support services and physical security provided to students and staff;

(vii)   Evaluate equity and fairness in gender responsiveness and supporting people with special needs; and

(viii) Evaluate matters related to professionalism standards, integrity and ethics;

2.2 Scope of the Policy

Quality assurance policy applies to all core functions of the University. In addition, the inclusion of different actors that interact with the University is worthy for ensuring the effective and efficient provision of quality education.

CHAPTER THREE

POLICY ISSUES, STATEMENTS AND STRATEGIES

This section describes policy issues, policy statements and policy strategies that address all the University's core activities.

3.1 Teaching, Learning and Assessment

3.1.1 Policy issue

The teaching and learning process requires a conducive environment for staff and students to attain expected learning outcomes. Teaching methodologies have to consider the emerging socio-economic, environmental, and evolving technologies. In addition, procedures for ensuring quality control in assessing students and staff need to be well articulated by all users. There is a need to continuously consider these aspects to maintain the reputation of the University.

3.1.2 Policy statement

The University shall ensure that there are well-defined procedures and guidelines that adhere to quality and are learner-centred learning outcomes in the area of teaching and learning.

3.1.3 Policy strategies

The University will:

(i) Develop and periodically review teaching programmes in order to ensure that there are well structured, organised and in harmony with professional bodies;

(ii) Ensure that teaching and learning is conducted in accordance with the acceptable manner and standards;

(iii) Ensure continuous assessments and final University examinations are set in response to respective course objectives and outcomes;

(iv) Conduct periodic monitoring and evaluation of teaching and learning processes using feedback from various stakeholders;

(v) Ensure availability of appropriate resources to support teaching and learning;

(vi) Ensure engagement of qualified and competent lecturers in the relevant departments; and

(vii) Create awareness to students and staff about policies, regulations and guidelines pertaining to teaching, learning and assessment.

3.2 Governance and Management

3.2.1 Policy issue

The University is required to have a well-defined governance and management structure in order to attain its objectives. In ensuring accountability, transparency and integrity the University will involve relevant stakeholders in decision making, maintain required standards and implement directives issued by the Government institutions and other bodies.

3.2. 2 Policy statement

The University shall have a clearly stated governance and management structure that supports the achievement of the its mission.

3.2.3 Policy strategies
The University will:

(i)   Maintain at all times qualified, competent and experienced leaders;

(ii)   Institutionalise properly coordinated decision-making organs;

(iii) Complies with communication systems and networks for the promotion of internal and external information sharing for public accountability;

(iv)   Ensure procedures for the delegation of authority;

(v)   Ensure engagement of students and staff in decision making in relevant governance bodies;

(vi)   Establish regular consultations with stakeholders; and

(vii) Promote institutional integrity and transparency.

3.3 Students Admission and Certification

3.3.1 Policy issue
The enrolment of students at the University has been increasing over time under the labour market dynamics. The increase in the enrolment rate brings more challenges related to admission and certification. Therefore, in meeting potential students in the relevant programmes, The University is supposed to have well-established admission and certification systems that adhere to internal and external standards. The admission and certification systems should be transparent, convenient and customer-friendly.

3.3.2   Policy statement

The University shall endeavour to maintain fairness and equity in student's admission and certification.

3.3.3   Policy strategies

The University will:

(i)   Ensure that all the standards, conditions and guidelines set by   relevant authorities are adhered to;

(ii)   Ensure a well-publicised and informative advertisement system that provides accurate information on admission issues;

(iii)   Ensure there is a smooth and transparent verification process for application and admission;

(iv)   Put in place an efficient and effective system of admitting qualified students from other training institutions within and outside the country;

(v)   Use a variety of communication channels to advertise the University within and outside the country;

(vi)   Compile information on student's admission, progress, performance, graduation rates and the drop out; and

(vii) Frequently, monitor the quality of all certificates, storage credibility and issuance of certificates and transcripts..

3.4   Programme Design

3.4.1 Policy issue

The education industry is experiencing rapid developments, competition and thus, a need to link theory and practice. Programme design therefore, should respond to market dynamics that meet the needs of both local and international students. The University will continuously review its programmes and develop demand-oriented programmes aligned to the needs of the labour market and evolving technologies.

3.4.2 Policy statement

University shall design programmes that fulfil the requirement of relevant authorities to meet the needs of local and international labour market dynamics.

3.4.3 Policy strategies

The University will:

(i)   Ensure that new and revised programmes comply with regulations/directives/priorities/procedures issued by the University, professional bodies, TCU and IUCEA;

(ii) Ensure that programme design is preceded with market research and involves the entire relevant stakeholder;

(iii) Liaise all academic programmes with vision, mission and core values of the University;

(iv) Ensure consistency of programme development with available resources; and

(v)   Liaise with professional boards to ensure that graduates meet professional requirements.

3.5 Staff Recruitment, Retention and Development

3.5.1 Policy issue

Adherence to public policy, laws, procedures and institutional guidelines are the significant factors contributing to the recruitment, retention, and development of competent staff.

3.5.2 Policy statement

Human resource development plan is essential in any institution for effective service delivery. The University shall abide to laws, procedures, regulations and directives in the recruitment, retention and development of competent staff to ensure the quality and sustainability of service delivery and institutional growth.

3.5.3 Policy strategies

The University will:

(i) Develop short- and long-term human resource plans that target staff recruitment, retention and development;

(ii) Ensure that employees receive formal training to familiarise them with the institution's core functions, working environment, regulations and guidelines;

(iii) Promote collaboration between the University scholars and scholars from other institutions in and outside the country;

(iv) Ensure there is adequate staff support facilities and services;

(v) Ensure that staff appraisal procedures are implemented to facilitate staff development remuneration and promotion procedures; and

(vi) Comply with the required student-staff ratios that promote/enhance student- cantered learning.

3.6   Financial Resources Management

3.6.1   Policy issue

The University shall mobilise financial resources from various sources to meet the demands of the increasing student population and technological changes. The use of best practices that promote accountability and transparency in financial management is inevitable. The University will be committed to adopting emerging financial standards and aligning to the policy and legal framework.

3.6.2   Policy statement

The University shall follow the financial and legal framework to maintain prudent financial management and internal controls.

3.6.3   Policy strategies

The University will:

(i)   Continuously mobilise adequate financial resources;

(ii)   Ensure balanced allocation of resources to its core functions;

(iii)   Ensure a prudent financial management system/procedure is applied;

(iv)   Establish a system for addressing the risks, gaps and challenges identified; and

(v)   Ensure regular monitoring and evaluation of financial resources.

3.7   Support Services and Infrastructure/Facilities

3.7.1 Policy issue

Support services are imperative in the provision of quality education. Good teaching and learning facilities ensure mental and physical comfort hence, high performance. The University will be committed to have appropriate support services and infrastructure for its students, staff and visitors. In addition, the University will ensure equity and fairness in accessing these services and infrastructure.

3.7.2 Policy statement

The University shall continue to provide supporting teaching and learning services that respond to the needs of staff and students.

3.7.3 Policy strategies

The University will:

(i) Ensure effective and adequate infrastructure to cater for ever-increasing University population and needs;

(ii) Ensure adequate Information and Communication Technology (ICT) infrastructure and services to support the core functions of the University;

(iii) Provide quality medical services to students and staff;

(iv) Ensure that staff and students have access to quality sports, games and recreation facilities;

(v) Ensure that all persons with special needs have access to University's infrastructures and social services; and

(vi) Evaluate its physical resources such as the library, classes, accommodation and IT facilities from time to time.

3.8   **Research, Innovation and Publication**

3.8.1   **Policy issue**

To achieve academic excellence, staff and students need to undertake research, innovations, publication and dissemination of the findings to the community. The University is supposed to seek for funds and collaborate with other partners in research and innovations. In addition, the University has to ensure and maintain integrity in research, innovation and publication.

3.8.2   **Policy statement**

The University shall maintain comprehensive research, innovation and publication policies and procedures to ensure integrity and academic excellence.

3.8.3   **Policy strategies**

The University will:

(i)   Oversee and implement research agenda;

(ii)   Ensure that standards and ethical practices for innovations, publications, research and supervision are adhered to;

(iii)   Ensure integration of research into teaching and learning;

(iv)   Use appropriate technologies such as plagiarism checker to enforce academic integrity;

(v)   Create avenues and opportunities that favour research and publication undertakings to staff and students;

(vi)   Ensure that there are adequate resources and competent staff in executing research;

(vii)   Ensure that the University establishes links with industry, commerce and research agencies;

(viii) Ensure availability of University's indexed journals; and

(ix) Encourage innovation and innovative culture among staff and students.

3.9 Physical Security

3.9.1 Policy issue

Physical security is important for one's comfort and peace of mind. In the absence of physical security, one lacks freedom, focus and concentration, which consequently compromise the overall quality of performance.

3.9.2 Policy statement

The University shall ensure a safe environment for staff, students and their properties.

3.9.3 Policy strategies

The University will:

(i) Safeguard all the entry points and boundaries;

(ii) Employ qualified security personnel in all University entrances, and buildings;

(iii) Maintain security check-ups and records of all visitors;

(iv) Have well-functioning digital security systems around its premises;

(v) Maintain good relationship with the surrounding community to safeguard properties; and

(vi) Promote personal safety awareness among staff and students.

3.10 International Students

3.10.1 Policy issue:

Internationalisation is necessary for the globalisation era and in the competitive economy. The University has to be responsive in promoting the enrolment of international students. In addition, the University is supposed to ensure there is a conducive learning environment that will attract the enrolment and retention of international students.

3.10.2 Policy statement

The University shall promote enrolment and admission of international students and provide them with sufficient services to pursue their studies smoothly.

3.10.3 Policy strategies

The University will:

(i)   Promote/attract international students;

(ii)   Assist handling of international students' affairs such as immigration issues and accommodation;

(iii) Promote its programmes to attract more international students;

(iv)   Raise awareness against any form of discrimination among students; and

(v)   Provide the international students with orientation on the University surroundings and other matters that may affect the quality of their academic life.

3.11   Consultancy and Advisory Services

3.11.1   Policy issue

Consultancy and advisory service are linked to knowledge expansion, teaching efficiency and good service advisory. The University is supposed to provide professional advice at national, regional and international levels as part of its core functions.

3.11.2   Policy statement

The University shall enhance advisory and consultancy services to the communities, employees, business, industry, government and other organisations.

3.11.3   Policy strategies

The University will:

(i)   Enhance the provision of consultancy services to the broader society;

(ii)   Monitor and frequently evaluate the quality and quantity of consultancy services rendered by its staff;

(iii)   Ensure that most staff are involved in consultancy assignment;

(iv)   Enhance the capacity of its staff to undertake consultancy assignments through workshops and similar forums; and

(v)   Ensure that the Bureau of Consultancy Services has the necessary tools and facilities for soliciting, coordinating and executing consultancy assignments.

3.12   Community Outreach Services

3.12.1   Policy issue

The University must ensure that community outreach services are allied with the University-wide policies and strategies. The University has to conduct outreach services to maintain its relevance to the surrounding community.

3.12.2   Policy statement

The University shall enhance its outreach programmes and strive to deliver   output that meets community expectations.

3.12.3   Policy strategies

The University will:

(i)   Ensure development and implementation of policy on community outreach services;

(ii)   Frequently monitor and evaluate the quality and scope of community outreach services offered;

(iii)   Conduct continuous needs assessment;

(iv)   Maintain networks/links with relevant non-governmental;

(v)   Ensure relevant outreach training programmes for improving community livelihoods;

(vi)   Strengthen the capacity of the University regional offices; and

(vii)   Strengthen the capacity of staff to conduct community outreach activities.

**3.13	Information Systems**

**3.13.1	Policy issue**
Information systems are key for the University's planning and decision making. The University needs stable and strong information systems to operate effectively.

**3.13.2	Policy statement**
The University shall establish a strong information system for the effective management of its operations.

**3.13.3	Policy strategies**
The University will:
(i)	Keep up to date data on the profile of staff, students and alumni;
(ii)	 Keep current data on learning resources and available students' services;
(iii)	Ensure security of all data held by the University; and
(iv)	Frequently monitor and evaluate the quality of the information base.

**3.14	Public Communication and Information**

**3.14.1	Policy issue**
Adequate public communication and information about University's activities are important to all stakeholders including students, staff, alumni and the public at large.

3.14.2   Policy statement

The University shall disseminate up to date information about its activities to all stakeholders and the general public.

3.14.3   Policy strategies

The University will:

(i)   Furnish the University website and its social media sites with the updated information and ensure that it is accessible;

(ii)   Publish quality promotional materials that give relevant information on University's activities;

(iii) Provide the staff and students with adequate information on University activities;

(iv)   Ensure proper infrastructure to maintain public communication and information base;

(v)   Promote public communication by observing the best practices and legislations through media and convocation; and

(vi)   Evaluate public communication and information activities.

3.15.   People with Special Needs

3.15.1   Policy issue

The enrolment of students with special needs has been increasing over time. The University is supposed to have a conducive learning environment that supports people with special needs as they are entitled to the rights to access educational services.

3.15.2 Policy statement

The University shall provide a favourable environment for people with special needs to access services.

3.15.3 Policy strategies:

The University will:

(i)   Continuously   commit to provide and support equal opportunities for students and staff with special needs;

(ii)   Ensure inclusive teaching methods, techniques and resources to facilitate the teaching and learning process to people with special needs;

(iii)   Design and implement infrastructure that is supportive to people with special needs;

(iv)   Ensure availability of required expertise to assist people with special needs;

(v)   Raise awareness about the need of caring the people with special needs; and

(vi)   Continuous assessment of the needs/services needed by the people with special needs.

3.16   Gender Responsiveness

3.16.1 Policy issue

Gender inequality has been-always an impediment to development. There is the need to continuously spotlight gender concerns in sustainable development. The University needs to

promote and enhance equity and equality between women and men when performing its functions.

3.16.2 Policy statement

The University shall promote and enhance equity and equality between women and men when performing its functions.

3.16.3 Policy strategies

The University will:

(i) Mainstream gender issues in teaching and learning activities;

(ii) Ensure plans and resources of the University adequately address matters related to gender equity;

(iii) Ensure affirmative strategies for the achievement of at least 50% gender parity;

(iv) Promote gender responsiveness among students and staff;

(v) Monitor and evaluate the implementation of MoCU gender policy.

3.17 Ethical Considerations

3.17.1 Policy issue:

The values and virtues practised at the University greatly influence the future of its graduates and the served society. It is crucial to insist the University community and other stakeholders adhere to good values and ethics.

3.17.2 Policy statement:

The University shall ensure the highest standard of professionalism, integrity and ethics for the community and other stakeholders.

3.17.3 Policy strategies

The University will:

(i)   Ensure adherence to ethical guidance provided by relevant authorities;

(ii)   Inculcate high moral and ethical values to both students and staff through regular training workshops;

(iii)   Ensure adherence to code of conduct in all University's activities; and

(iv)   Evaluate ethical issues in the University.

3.18   Distance Education

3.18.1   Policy issue

Digital technology is increasing and has facilitated people to access education through distance learning. The University needs to reach customers who may not necessarily receive educational services on a conventional mode of delivery.

3.18.2   Policy statement

The University shall strengthen the delivery mechanism of distance education and ensure quality, accessibility and convenience.

3.18.3 Policy strategies

The University will:

(i) Ensure availability of timely and accurate information on delivery mechanism of programmes;

(ii) Put in place a smooth, transparent and friendly learning environment for distance learners;

(iii) Ensure presence of an efficient and effective system of addressing different challenges faced by distance learners; and

(iv) Ensure the presence of efficient, accurate, and secured and verification process of student evaluation.

3.19 Procurement of Works, Goods and Services

3.19.1 Policy issue

A poor procurement system is an impediment to the quality delivery of secured goods and services. The University is supposed to ensure quality in the procurement of works, goods and services for achieving value for money, enhancing and sustaining quality service delivery by the University.

3.19.2 Policy statement

The University shall ensure that the procedures stipulated by the procurement laws are appropriately observed and complied with.

3.19.3 Policy strategies

The University will:

(i) Ensure the competence of various committees involved in the procurement process;

(ii) Ensure that staff involved in procurement activities adhered to procurement regulations and directives;

(iii) Ensure timely delivery and the use of procured goods and services: and

(iv) Evaluate and monitor procurement of goods and services.

3.20 Guidance and counselling

3.20.1 Policy issue

Members of staff and students need counselling and advice in order to overcome encountered challenges in the course of performing their duties. The University is challenged to offer relevant guidance and counselling services to students and staff.

3.20.2 Policy statement

The University shall provide guidance and counselling and to staff and students in order to overcome various challenges encountered in the course of performing their duties.

3.20.3 Policy strategies

The University will:

(i) Monitor the implementation of staff and student guidance and counselling policy;

(ii) Ensure availability of qualified counsellors for staff and student;

(iii) Ensure the availability of relevant resources to provide counsel services; and

(iv) Create awareness to staff and students on issues related to guidance and counselling.

CHAPTER FOUR

ADMINISTRATIVE STRUCTURE

4.1 Quality Assurance Unit

Quality Assurance Unit shall work under the Office of the Vice-Chancellor. The Unit shall be headed by a Coordinator assisted by the such number of assistants as may be determined by the University.

Functions of the Quality Assurance Unit

The Quality Assurance Unit will:

(i)   coordinate internal and external quality assurance audit;

(ii)   coordinate the development of performance standards and feedback mechanisms;

(iii)   monitor the implementation of quality assurance activities at all levels;

(iv)   organise and conduct meetings;

(v)   conduct a satisfaction survey of the University stakeholders;

(vi)   monitor the implementation of Quality Assurance Policy;

(vii)   follow up implementation of external reviews; and

(viii) any other functions as conferred upon by the laws, regulations and MoCU Charter.

4.2   University-Wide Committee

There shall be a University-wide Committee on Quality Assurance and Control which, shall be composed of:

(i)   The Chairperson who shall be the Coordinator of the Unit ;

(ii)   Appointed representatives of faculties, institutes and directorates quality assurance committees;

(iii)   Appointed member from the Dean of Students (DoS);

(iv)   Appointed member from the Bureau of Consultancy Services (BCS);

(v)   Appointed member from students' organisation from Moshi campus and KICoB;

(vi)   Representative from people with special needs; and

(vii)   Quality assurance officer.

4.2.1 Functions of the University - Wide Committee

Functions of the University-wide Committee on Quality Assurance shall be to:

(i)   Formulate and oversee the implementation of various strategies for quality assurance and advise accordingly;

(ii) Coordinate programme and institutional self-evaluation and facilitate external evaluation;

(iii) Evaluate strengths and weaknesses in the training, outreach and research programmes and submit them to the Quality Assurance office;

(iv) Develop an improvement plan to address the external evaluation recommendations;

(v)   Ensure implementation of corrective measures as suggested by external examiners; and

(vi) Perform other functions of Quality Assurance as may be assigned by the management.

4.3 Faculties/Institutes/Directorate Quality Assurance Sub-Committees

There shall be an established Quality Assurance and Control Sub-Committee for Faculties/Institutes/Directorates. In addition, all departments/Units working within the vision and mission of the University shall be responsible for implementing the Quality Assurance Policy. The sub-committee shall present their matters to the University-wide quality assurance committee.

4.4 Kizumbi Institute of Co-operative and Business Education (KICoB) Sub-Committee

There shall be a sub-committee on quality assurance and control from KICoB whose members shall be:

(i)   The chairperson appointed by the Institute Director;

(ii) Two appointed members representing the academic and administrative staff;

(iii) Appointed member from students' organisation; and

(iv) Appointed member from students with special needs.

4.4.1 Functions of Kizumbi Institute of Co-operative and Business Education (KICoB) Sub-Committee

Functions of the KICoB Committee on Quality Assurance shall be as those stipulated in the University-wide committee and their matters should be forwarded to the Institute Director who shall forward them to the Vice-Chancellor.

CHAPTER FIVE

IMPLEMENTATION STRATEGIES, OPERATIONALISATION AND REVIEW

5.1 Implementation

The University shall use different strategies and instruments to evaluate the implementation of its core activities. These strategies include setting achievable targets that can facilitate internal and external audits of the institution, its programmes and all the services offered by the University. Where necessary, a specific organ within the University shall be required to develop action plans to implement parts of this Policy.

5.2 Monitoring and Evaluation

The strategy shall base on conducting periodic surveys of stakeholders, which include ongoing students, alumni, employers, and members of the community as described below:

5.2.1 Internal Reviews

Regularly, Deans, Directors and Heads of Departments shall be responsible for implementing and self-evaluating the Quality Assurance Policy in their respective departments. A team of not less than three people shall conduct the review. Two reviewers shall be appointed from the University but not within the Quality Assurance Unit. In addition, one person with sufficient knowledge of the evaluated issue from another institution shall join the internal review team. The reviewers shall follow the guidance's, terms of references and modalities given by the Quality Assurance Unit. The reviewer shall write and submit a report to the head of the respective department. All members of the department shall deliberate on the submitted Quality Assurance report. The head of the department shall, in turn, submit the Quality Assurance report

to the Coordinator of the Quality Assurance Unit. The Coordinator will then submit it to the Vice-Chancellor to inform University management and other stakeholders.

5.2.2 External Programme Reviews and Institutional Audits

The Quality Assurance unit shall be coordinating external programme reviews and Institutional Audits. The unit shall:

(i) Prepare terms of reference and regularly arrange and coordinate external institutional audits and programme reviews every five years.

(ii) Appoint a panel of at least five experts: one administrative staff and at least half of the panellists should come from outside the University. External institutional audits and programme reviews will focus on the structure and functioning of administrative and governance organs of the University. The programme audits will evaluate the relevance of the teaching programmes, the teaching and learning environment and the effectiveness of the delivery and evaluation strategies employed.

(iii) Disseminate the results of institutional audits and programme reviews to the respective unit, discuss the report and draw strategies to implement the subsequent recommendations. The Quality Insurance Unit shall handle the Institutional and programme reviews. It will also monitor the implementation of the resultant recommendations.

(iv) All mandatory external programme reviews by the TCU shall be preceded by internal unit/programme reviews under the coordination of the Quality assurance Office at the institutional level.

5.2.3 Client Satisfaction Surveys

The Quality Assurance unit shall regularly organise client satisfaction surveys aimed at allowing different clients to provide

feedback on their experience of the study programmes, employers' perspectives and service delivery to students, staff and the general public. Appropriate tools shall be designed by the Quality Assurance Unit for use in the surveys of each client category to determine the level of satisfaction. The Quality Assurance Unit shall be responsible for disseminating the survey results to relevant departments/units and staff to determine a cause(s) of action to effect improvement of problematic areas. The client categories to be considered in such surveys include, but are not limited to the following: Students; Employers; Alumni; Academic staff; Administrative staff; and General public.

5.2.4   Satisfaction Survey

Satisfaction survey shall encompass inputs of Quality Assurance, process of Quality Assurance and the anticipated benefit of the Quality Assurance.

A. Inputs of Quality Assurance

Inputs of Quality Assurance include all inputs that facilitates teaching and learning in the University. The following shall be considered as inputs of quality:

(i)   Programme design;
(ii)   Curriculum design;
(iii)   Student profiles;
(iv)   Staff recruitment and development;
(v)   Teaching and learning facilities;
(vi)   Teaching and learning infrastructures;
(vii)   Library services;
(viii) Needs Assessment Systems; and
(ix)   Policies, laws, regulations and guidelines containing aspects of quality assurance.

B. Processes of Quality Assurance

It entails evaluating the performance of processes and work products against process descriptions, standards, and procedures. Furthermore, it includes providing feedback to staff and reporting to management about the results of Quality assurance activities. The criteria used to evaluate the process of Quality Assurance are as follows:

(i) Teaching and learning;

(ii) Preparing, moderating and administering of examinations;

(iii) Student assessment;

(iv) Student advisory/support services;

(v) Complaints handling mechanisms;

(vi) Benchmarking of programmes and other activities;

(vii) Information Management System; and

(viii) Continuous evaluation of staff's performance.

C. Indicators of Quality assurance

A good Quality Assurance Policy is associated with increasing University outputs. There are different standard indicators used to determine the quality of the University outputs, as itemised below:

(i) Graduate employability;

(ii) Benchmarking scales/criteria;

(iii) Feedback from employers and stakeholders;

(iv) Quality and quantity of consultancy assignment;

(v) Quality and quantity of research assignments and publication;

(vi) Number of student applications and admission;

(vii) Demand for and delivery of community outreach services;

(viii) Awards and recognitions granted to the University;

(ix) Quality service delivery;

(x) Quality information management;

(xi) University national, regional and international networks;

(xii)　Admission of both local and international students;

(xiii)　Demand for tailor-made programmes and other academic programmes; and

(xiv)　Staff and student participation in national and international activities (e.g., projects and programmes, exhibition and festivals).

5.2.5 Anticipated benefits of quality assurance

The successful implementation of this Policy will result in the following:

(i)　Improved student performance and success in learning;

(ii)　Improved work performance of academic and administrative staff;

(iii)　Satisfaction of society's and stakeholder's interests, expectations and needs;

(iv)　Enhanced transparency in the University activities and processes;

(v)　Increased society's confidence in University services;

(vi)　Improved institutional image and thus enhanced relations with stakeholders and the wider society;

(vii)　Improve student and staff welfare;

(viii)　Enhanced capacity to compete with other higher learning institutions nationally, sub-regionally, regionally and globally; and

(ix)　More focused approaches to implementing all activities of the University.

5.3　Improvement Plan

Monitoring and evaluation reports on Quality Assurance from the reviewer shall be presented and deliberated at various levels (Department/Faculty/Directorate/ and Institute). The report's findings and recommendations shall be submitted to the Vice-

Chancellor by the coordinator of the Quality Assurance Unit.

5.4 Operationalisation

This Policy shall become operational upon its approval by the University Council.

5.5 Policy review

The Quality assurance policy shall be reviewed when the need arises.

Bibliography

Tanzania Commission for Universities (2019). Handbook for Standards and Guidelines for University Education in Tanzania.

The Inter-University Council for East Africa (2017). Quality Assurance Guidelines on Disability and other Special Needs for Higher Education in East Africa.

The Inter-University Council for East Africa (2008). A Road Map to Quality: Handbook for Quality Assurance in Higher Education, Volumes 1-5.

The Moshi Co-operative University (2021). Five Year Corporate Strategic Plan 2021/2022 – 2025/2026.

The University of Dodoma (2020). Quality Assurance Policy.

Sokoine University of Agriculture (2017). Quality Assurance Policy.

University of Nairobi (2020). Quality Assurance Handbook.