

# **MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY**



## **EXTERNAL LINKS POLICY**

**March 2024**

## **FOREWORD**

Mbeya University of Science and Technology is a higher learning institution that endeavours to be a leader in science and technology. In doing so, it expects to become the centre of excellence for academic, research and community engagement planting itself in a position where external relationships help meet its objectives. Therefore, MUST's commitment to being a leader in science and technology will align with its efforts to establish and maintain trustworthy and successful external linkages and partnerships.

Currently, MUST has a comprehensive Institutional External Links Policy (2020) that directs all of its activities and actions, as well as external relationships and coordination. Thus, this Policy has been updated to address external link activities that were not considered by the previous policy and practices to ensure that the University's key activities of academic, research and community engagement contribute to the long-term prosperity of the community. The Policy is still functional, appropriate, and flexible to changing situations. This review emphasizes accountability, efficient utilization of resources, both internal and external collaboration, and the necessary adjustments and improvements.

External Links Policy will provide directives to handle partnerships, staff and student's industrial attachments and external relations with a wide range of stakeholders throughout the world. The Policy will enhance the professional development, improve teaching and learning, provide research opportunities and strengthen connection between the University and industry to ensure provision of quality education.

Prof. Aloys N. Mvuma

**Vice Chancellor**

March 2024

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## **LIST OF ABBREVIATIONS**

ICU	Internationalization and Convocation Unit
DVC-ARC	Deputy Vice Chancellor - Academic, Research and Consultancy
DVC-PFA	Deputy Vice Chancellor - Planning, Finance and Administration
EL	External Links
FPT	Field Practical Training
HESLB	Higher Education Students Loan Board
HoD	Head of Department
ICUC	Internationalization and Convocation Unit Committee
ILLM	Industrial Linkage and Labor Market
IPT	Industrial Practical Training
LM	Labor Market Information
MCB	MUST Consultancy Bureau
MIST	Mbeya Institute of Science and Technology
MoU	Memorandum of Understanding
MTC	Mbeya Technical College
MUST	Mbeya University of Science and Technology
MUSTASA	MUST Academic Staff Association
NACTVET	National Council for Technical and Vocational Education and Training
PT	Practical Training
TCU	Tanzania Commission for Universities
TSA	Teaching Staff Attachment
VC	Vice Chancellor

## DEFINITION OF KEY TERMS AND CONCEPTS

**(a) Collaboration**

A partnership engagement between two or more parties sharing a similar vision aimed at reaching a common goal by developing and implementing a mutually agreed task while each party maintaining its respective agendas and identities.

**(b) Community**

Specific structured and non-structured collective interest groups conjoined in their search for sustainable solutions to their needs and challenges.

**(c) External Links**

The University connectivity and linkages with the local, national, regional and international communities.

**(d) Industrial Linkage**

Interactions between industry and universities/public research centres with the goal of solving technical problems, working on innovation projects, or gathering scientific and/or technological knowledge. A mutual integration between the University and industry can foster the development of the communities in which both are operating.

**(e) Industrial training**

Refers to a structured and hands-on educational programme in which staff and students acquire practical knowledge, skills and experience related to specific industries or sectors, typically under the guidance and supervision of professionals or experts in those fields.

**(f) Innovation**

A process of translating an idea or invention into a good or service

that creates value for which customers will pay. It may be in the form of new or improved products, new or improved services, or new organizational and managerial measures.

**(g) Labor Market**

A set of relationships between those who seek to sell their labor and those who seek to hire labor and also competitive relations within these groups.

**(h) Marketing**

An activity of promoting University's programmes, products, and services that connect the University and the public, nationwide and globally.

**(i) Partner**

An institution or other body with which Mbeya University of Science and Technology agrees to collaborate.

**(j) Policy**

A deliberate system of principles to guide decisions and achieve rational outcomes.

**(k) Technology**

The creation and use of technical means and their interrelation with life, society and the environment, to solve a problem, improve a pre-existing solution to a problem, achieve a goal, handle an applied input/output relation or perform a specific function.

**(l) Technology Transfer**

A process of transferring (disseminating) skills, knowledge, technologies, methods of manufacturing, samples of manufacturing and facilities among universities and other institutions to ensure that scientific and technological developments are accessible to a wider range of users who can then further develop and exploit the technology into new products, processes, applications, materials or services.



## **CHAPTER ONE**

### **BACKGROUND INFORMATION OF THE UNIVERSITY**

#### **1.1 Introduction**

The history of Mbeya University of Science and Technology (MUST) dates back from 1986 when Mbeya Technical College (MTC) was established by the Government of Tanzania for the purpose of training Full Technicians at Certificate Level (FTC) under the Russia - Tanzania training support. The College existed up to mid-2005 offering programmes in the fields of architecture, electrical engineering, civil engineering and Mechanical engineering. In July 2005, MTC was transformed into a comprehensive multi-disciplinary Mbeya Institute of Science and Technology (MIST) through the National Council for Technical Education (NACTE) Establishment Order 2004.

The transformation was a government move towards strengthening the College to become a fully-fledged University. Mbeya Institute of Science and Technology registered several achievements including the restructuring of FTC programmes to ordinary diploma programmes and the introduction of undergraduate degree programmes which eventually led to the expansion of students' enrolment. Following these achievements, on 29<sup>th</sup> March 2012 after being issued with a University Provisional License by Tanzania Commission for Universities (TCU), the Institute was transformed to a fully-fledged University namely Mbeya University of Science and Technology (MUST). The University was granted Mbeya University of Science and Technology Charter on 20<sup>th</sup> August 2013.

#### **1.2 MUST Vision**

The Vision of MUST is to become the leading Centre of excellence for knowledge, skills and applied education in science and technology.

#### **1.3 MUST Mission**

The Mission of Mbeya University of Science and Technology is to develop academically, technologically and socially competent students, staff and

other stakeholders who will be responsive to the broader needs and challenges of the society.

#### **1.4 Situational Analysis**

Since its transformation from the Mbeya Technical College (MTC) and Mbeya Institute of Science and Technology (MIST) to Mbeya University of Science and Technology (MUST) in 2012, there have been many efforts to enhance effective external relationships between the University and stakeholders to help meet its vision set out in the core values. MUST corporate strategic plan put more emphasis on teaching, research and community engagement of which an effective external linkage is core to achieve fulfillment.

Therefore, to build sustainable linkages between MUST and other institutions the University has developed policies and frameworks to guide associated activities and make MUST to be a better place to meet the social and economic development. The reformation of MUST resulted in a new University organizational structure that included an External Links Department under the Unit of Internationalization and Convocation (ICU) to coordinate in building the sustainable linkages between the University and other external institutions. Also, it is the structure that intends to link staff and students to industry for enhancing hands on skills to guide the provision of world class services to students and within conducive teaching, learning and research. Many industries now acknowledge that, to successfully innovate, they cannot exclusively rely on their internal research and development capacity.

#### **1.5 Justification**

To guarantee the creation of enduring partnerships that enhance its excellence, the University has undertaken a policy evaluation of its external engagement approach, which has guided the management of all collaborative efforts with external entities within the institution. MUST can only achieve the high-quality research, effective dissemination of knowledge, and social welfare through the establishment and implementation of linkages,

partnerships and collaborations with similar-minded organizations, institutions, industry and the community.

It is important to manage external linkages coherently and collaboratively to grasp opportunities that will contribute to both the University's profile and reputation. With the mapping of earlier practice, this policy has provided a framework for a coordinated and strategic University approach to managing external relationships and University-industrial linkages. It has also encouraged a partnership approach to securing the best possible outcomes from such collaborations and linkages.

Nonetheless, even with the policy in operation for the past three years, there have been evident shortcomings in maintaining successful linkages. This policy review is intended to address and rectify these issues.

## **CHAPTER TWO**

### **POLICY BACKGROUND INFORMATION**

#### **2.1 Introduction**

This Policy as a component of the MUST commitment, outlines how the University can establish and maintain meaningful partnerships and links, strengthening ties with alumni, as well as how students are able to participate in practical education by attaching to renowned institutions while being supervised by particular institutional professionals and academician from the University. Furthermore, recognizing the importance of knowledge and technology exchange, the Policy places a significant focus on providing vocational training to the University staff members to enhance their professional growth and development.

#### **2.2 Policy Vision**

To become a leading University of Science and Technology in teaching, research, innovation, and community service through strategic partnerships and collaborative engagement with local and global partners.

#### **2.3 Policy Mission**

Establish collaborations and linkages with reputable organizations and institutions while enhancing capacity building activities of staff and students meeting international market requirement to ensure the successful promotion of high-quality research and community development through sharing of knowledge, technology, innovations, values and competencies.

#### **2.4 Policy Goal**

The ultimate goal of External Links Policy is to strengthen and establish partnerships, ties and affiliations with renowned international organizations and institutions in order to advance MUST's competence and realise its objectives.

## **2.5 Policy Objective**

The External Links Policy intends to put out standards and values for University employees and students in managing industry linkages and collaborations with a variety of University external stakeholders.

The following are the specific objectives of the Policy:

- (i) To coordinate linkages and collaboration activities of the University;
- (ii) To provide guidance to staff members in initiating and actively participating in valuable partnerships on behalf of the University;
- (iii) To provide direction for organizing and taking part in conferences, symposia, and scientific events at both regional and international levels;
- (iv) To offer direction on enhancing connections with both alumni and the University; and
- (v) To offer guidance on industrial training, internship and exchange programmes activities.

## **2.6 Policy Philosophy**

To achieve the intended results, the Policy advocates for the identification of potential partners for collaboration at regional, national and global scales to support research, innovation and community engagement.

## **2.7 Policy Scope**

This policy will actively govern all types of collaborations between the University and industry, whether collaborations and partnerships are initiated by the institution as a whole or by individual members of the University community. However, it is worth emphasizing that internal collaborations within the University are not subject to this Policy.

## **CHAPTER THREE**

### **POLICY ISSUES, STATEMENTS AND STRATEGIES**

#### **3.1 Introduction**

The primary issues discussed in this chapter will help the University's efforts to build external ties. There are policy statements and strategies to be applied for each category of policy issue. The plans and policy statements were compared to those of other public institutions with a similar mission.

#### **3.2 Policy Issues: Linkages and collaboration initiatives**

- (i) Inadequate formal agreements (Memoranda of Understanding (MoUs)) and substantial partnerships with esteemed organizations and institutions at national and global scale.
- (ii) Absence of a well-defined roster of prospective partners with whom MUST intends to establish partnerships.

##### **3.2.1 Policy Statements**

The University shall:

- (i) Focus on forging partnerships with reputable institutions to access resources and expertise while nurturing a collaborative culture that aligns with its goals and protects its reputation in learning, teaching, research and community engagement.
- (ii) Collaborate with the colleges in identifying listing of potential stakeholders, initiate collaborations and oversee the monitoring and evaluation of such linkages.

##### **3.2.2 Strategies**

To implement external links activities, the University shall endeavor to:

- (i) Establish collaboration and partnership priorities for the University;
- (ii) Identify collaboration and partnership opportunities for the

University with other reputable entities to the fulfillment of the University vision, mission and objectives, without detriment to its reputation;

- (iii) Create a database of a clearly defined potential partners and linkages of the existing partnership and future linkages;
- (iv) Review the collaboration and partnership policy and the established database periodically;
- (v) Conduct periodically survey from staffs through the College coordinators on the effectiveness of the linkages created and new suggestions for improvement;
- (vi) Support the development of cooperative training initiatives based on their domain knowledge that will strengthen or develop connections with other academic and non-academic institutions; and
- (vii) Monitor and evaluate the effectiveness and impact of all University collaborations and partnerships.

### **3.3 Policy Issues: Guidance for initiating and participation in valuable partnership**

- (i) Inadequate investment on capacity building activities among staff that equip them with skills in initiating valuable partnership and linkages.
- (ii) Insufficient resource mobilization to encourage collaborations and links in research.
- (iii) Unclear guidelines for staff to initiate and engaging University to partnerships.

#### **3.3.1 Policy Statement**

The University shall:

- (i) Emphasize on capacity building activities among the University staff that will bring a positive impact on establishment of linkages and partnership;

- (ii) Invest and promote resource mobilization to support collaboration and joint researches; and
- (iii) Collaborate with reputable universities, public sectors and private organization as the instrument to advancing science and technology and the country's industrialization agenda to benefit from enhancing University-industry linkages.

### **3.3.2 Strategies**

The University shall:

- (i) Conduct capacity building activities such as negotiation skills among its staff to be equipped in initiating partnerships and linkages;
- (ii) Increase mobilization of funds encouraging university-industry joint research;
- (iii) Engage business and industry technical pioneers in the science and technology and related curricula to align students' preparation and training with industry needs;
- (iv) Create guidelines to conduct partnership activities; and
- (v) Emphasize on collaborative culture among the University members.

### **3.4 Policy Issues: Participation in regional, national and international events**

- (i) Inadequate emphasis on planning and a limited number of public events.
- (ii) Absence of clear delegate, team and respective organized structure responsible for public events planning.

#### **3.4.1 Policy Statement**

The University shall host, mobilize and/or conduct academic and other fruitful public events at and outside the University.



### **3.4.2 Strategies**

The University shall:

- (i) Create public events conduct guidelines; and
- (ii) Create and sustain multi-stakeholder partnerships that mobilize and share information, skills, and technology by bringing experts from many fields and methods together to foster cross-sectoral public events collaboration.

### **3.5 Policy Issues: Collaborative Innovation Culture**

- (i) Lack of collaborative innovation culture between staff and external stakeholders; and
- (ii) Limited knowledge about collaborative innovation.

#### **3.5.1 Policy Statement**

The University shall:

- (i) Engage in collaborative innovation with other institutions; and
- (ii) Improve and build capacity on collaborative innovation culture.

#### **3.5.2 Strategies**

The University shall:

- (i) Build trust and rapport that enable sharing of information;
- (ii) Embrace diversity to enhance creativity, learning and growth;
- (iii) Leverage technology and tools to make communication, cooperation, and knowledge exchange easier;
- (iv) Encourage staff to learn and adapt collaborative culture;
- (v) Collaborate in basic research projects to solve problems in industries; and
- (vi) Formulate large-scale and long-term innovation projects with consortia.

### **3.6 Policy Issues: Alumni-University relationship**

- (i) Weak link between the University and alumni; and
- (ii) Insufficient alumni information.

#### **3.6.1 Policy Statement**

The University shall strengthen University - alumni relationship.

#### **3.6.2 Strategies**

The University shall:

- (i) Establish alumni chapters, networks and platforms;
- (ii) Improve and activate alumni database and online registration portal;
- (iii) Formally recognize and acknowledge prominent alumni both domestically and internationally for their achievements within their field of study and beyond and emphasize knowledge and skills sharing; and
- (iv) Offer alumni members a range of privileges.

### **3.7 Policy Issues: Placement for industrial practical training**

- (i) Unsustainable collaboration between MUST and industry.
- (ii) Unwillingness of students to attend practical training placements away from their domicile.
- (iii) Inappropriate practical training placements and assessment.
- (iv) The need to expose staff to different learning environment for career development.
- (v) The need to align teaching and learning with the new applicable technologies.

#### **3.7.1 Policy Statement**

The University shall:

- (i) Assist students and staff in getting relevant placements for field practical training and attachments; and
- (ii) Improve field practical training conduct and assessment of students.

### **3.7.2 Strategies**

In enhancing the student's educational programmes by providing information and assisting in getting suitable placements for practical training, the University shall:

- (i) Improve a database for relevance practical training placements;
- (ii) Develop students' interpersonal and communication skills with workers and community in the industry;
- (iii) Assist students to acquire relevant places during PT for their knowledge and career opportunities;
- (iv) Establish teaching factories with industries; and
- (v) Enhance the availability and accessibility of opportunities of attachments to all academic staff.

### **3.8 Policy Issues: Labour Market and Employability**

- (i) Inadequate marketing skills and strategies.
- (ii) Inadequate proficiency in pursuing self-employment opportunities.

#### **3.8.1 Policy Statement**

The University shall improve marketing skills and strategy and promote entrepreneurship to students.

#### **3.8.2 Strategies**

To understand the nature of supply and demand for labor and skills, the University shall:

- (i) Conduct tracer study;
- (ii) Conduct market demand survey;
- (iii) Conduct programme branding of the University;
- (iv) Create the internship, entrepreneurship trainings and co-op programmes; and

- (v) Improve short courses, workshops and seminars on soft skills such as communication, team work and leadership.

### **3.9 Policy Issue: Financing External Links Activities**

Insufficient funds to facilitate partnerships, collaborations, practical training and field attachment activities.

#### **3.9.1 Policy Statements**

The University shall budget and manage funds for external links activities in any financial year.

#### **3.9.2 Strategies**

The University shall:

- (a) Integrate the functions and activities of external links activities in its annual plans and budgets; and
- (b) Develop proposals to attract funding for external links activities from other sources outside the University annual budgets.

## CHAPTER FOUR

### POLICY COMMUNICATION AND IMPLEMENTATION

#### 4.1 Introduction

The emphasis on external linkage is a major concern to the whole community of the University. Therefore, all stakeholders within the University have the role of implementing the Policy. The chapter describes the proposed communication and implementation of the Policy. The Internationalization and Convocation Unit shall be responsible for making the Policy widely accessible to every stakeholder. The Director of Internationalization and Convocation shall communicate the goals and objectives of the Policy to all stakeholders.

#### 4.2 Organizational Structure

The MUST External Links shall be headed by the Director of Internationalization and Convocation Unit. The Director shall be assisted by Heads of External Links, Industrial Linkage and Labor Market, Academic Consultancy and Outreach Services and Marketing Departments. The Director shall be appointed by the University Council from among the academic staff as stipulated in the University Charter.

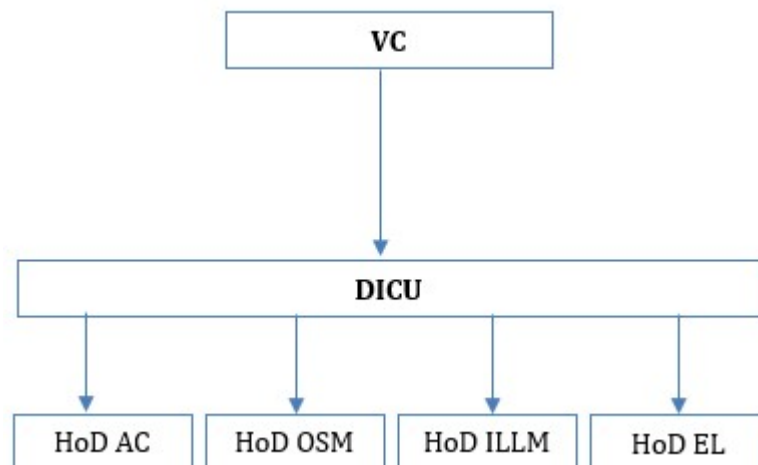


Figure 1: The Organizational Structure of ICU

The responsibility for external links management at the three levels in the University shall be as follows:

- (i) University Level: There shall be an Internationalization and Convocation Unit (ICU) in the University organ which is under the Vice

Chancellor's office.

- (ii) College Level: Each College shall have an External Links Coordinator representing the respective college.
- (iii) Department Level: Each Department shall have an External Links Coordinator.

#### **4.2.1 Functions of Director of Internationalization and Convocation**

The ICU Director shall:

- (i) Be responsible for all matters pertaining to external links;
- (ii) Supervise and assign duties to Head of EL and ILLM departments;
- (iii) Be responsible to the ICU Committee for the implementation of the decisions of the committee;
- (iv) Be the Secretary of ICU Committee;
- (v) Be the advisor and assistant to the Vice Chancellor in respect of such matters of the University external links as may be prescribed;
- (vi) Ensure through annual external links reports that the external links practice and conduct within colleges meet the community needs and standards of the University;
- (vii) Ensure policy and guidelines for external links are adhered to;
- (viii) Mobilize and solicit resources from external sources to support the implementation of external links activities;
- (ix) Attend to specific recommendations as required by the Senate from time to time on external links matters;
- (x) Spearhead reviews of the University External Links Policy;
- (xi) Represent MUST at national, regional and international forum on external linkage matters; and
- (xii) Perform any other duty which may be assigned by higher authority from time to time.

#### **4.2.2 Functions of Head of External Links Department**

The functions of the Head of External Links Department are to:

- (i) Advise the Director concerning all issues about external linkages;
- (ii) Initiate new international cooperation strategies as well as strengthening existing ones;
- (iii) Host symposia and scholarly events designed to bring together the academia to share their experiences in engaging with external constituencies;
- (iv) Conduct graduate tracer studies and job market surveys;
- (v) Establish and maintain professional, academic and research networks nationally, regionally and internationally;
- (vi) Liaise with the Directorate of Postgraduate Studies, Research and Publications to organize and conduct conference services and symposia activities at the University;
- (vii) Establish exchange projects, programmes and joint ventures emanating from national and international linkages;
- (viii) Establish international contacts for students and staff and link them with organizations for collaboration in outreach services;
- (ix) Coordinate admission of international students; and
- (x) Perform any other duty as may be assigned by higher authority.

#### **4.2.3 Functions of Head of Industrial Linkage and Labour Market Department**

The functions of the Head of Industrial Linkage and Labour Market Department are to:

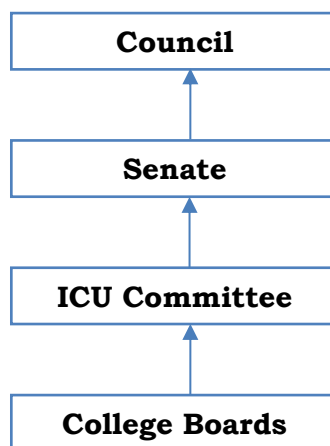
- (i) Advise the Director about all issues about industrial linkage and labor market;
- (ii) Co-ordinate the industrial linkage for students;
- (iii) Implement a participatory guideline review for industrial linkages and labour market;
- (iv) Maintain a database of Students' Industrial Practical Training;
- (v) Handle all matters related to fieldwork and internships;

- (vi) Co-ordinate labour market for graduates;
- (vii) Handle students and academic staff complaints related to labour markets and industrial linkages; and
- (viii) Perform any other duty as may be assigned by higher authority.

### **4.3 Governance**

As introduced in Section 4.2, the implementation of the MUST External Links Policy is institutionalized within the organizational structure of the University. The Internationalization and Convocation Unit oversees the implementation of the Policy through coordination of external links activities and provision of technical assistance and services to all other departments at the University. A Policy implementation plan that identifies activities to be performed, required resources, timeframe and the responsible actors shall be developed and updated regularly. The Director of ICU shall, therefore, translate the Policy into implementable programmes, formulate policy guidelines and regulations and play a leading role in its implementation.

The ICU Committee shall report external links matters to the University Senate for approval, and where necessary, for onward transmission to the University Council. EL participatory organs are shown in Figure 2.



**Figure 2.** Governance Structure



#### **4.4 Internationalization and Convocation Committee**

The Internationalization and Convocation Committee (ICUC) shall be a delegate committee of the Senate and shall be responsible for all external links matters among other issues as they relate to all aspects of University functions.

##### **4.4.1 Membership of the University Internationalization and Convocation Committee**

Membership of the ICUC shall be as follows:

- (i) The Chairperson who shall be a Deputy Vice Chancellor - Academic Research and Consultancy;
- (ii) Deputy Vice Chancellor - Planning Finance and Administration who shall be an ex-officio member;
- (iii) Director of ICU who shall be the Secretary;
- (iv) Directors and Principals;
- (v) One member representing MUSTASA;
- (vi) One member representing MUSTSO;
- (vii) Two members, one from the Government and one external member to be recommended by DVC - ARC; and
- (viii) The ICUC Chairperson may co-opt any member when the need arises.

##### **4.4.2 Functions of the Committee**

The functions of the ICUC concerning External Links include:

- (i) Advise the Senate on matters pertaining to external links activities at the University;
- (ii) Formulate policy and oversee external links issues at MUST;
- (iii) Oversee the implementation of the External Links Policy;
- (iv) Promote external links culture at the University;
- (v) Provide external links inputs to the University at all levels;

- (vi) Monitor external links standards and practices;
- (vii) Attend specific directives as required from time to time by the University Council regarding external links issues;
- (viii) Approve external links activities to be undertaken throughout the year;
- (ix) Review continuously the External Links Policy to be responsive to changes in the academic environment;
- (x) Spearhead the designing and developing of external links proposals in the University to be forwarded to the Government and donor partners for support; and
- (xi) Receive report from external links Sub-committees.

#### **4.4.3 Operations**

The operations of ICUC shall be as follows:

- (i) It shall meet at least four times a year;
- (ii) It shall develop a work plan at the beginning of the fiscal year;
- (iii) The Internationalization and Convocation secretariat shall prepare agendas and write minutes of ICUC meetings; and
- (iv) Meeting agendas, papers and minutes will be published and circulated accordingly.

#### **4.4.4 Tenure of Committee Membership**

Except for ex-officio members whose tenure shall be subject to their being in the office, all appointed members of staff in ICU related committees shall serve for three years and be eligible for re-appointment.

#### **4.5 College Board**

The College Board may invite the ICU Coordinator responsible for organizing External Links matters in the College in conformity with the University's External Links framework. All College external links matters shall be reported to the Director of Internationalization and Convocation Unit.

## **4.6 Key stakeholders**

The following are the key stakeholders for the implementation of this Policy; MUST Staff, collaborating institutions, project collaborator, funding organizations and development partners.

### **4.6.1 Roles and Responsibilities in External Links**

Responsibility for External Links lies with all members of staff in various academic departments in the University. The entirety of the University is expected to contribute to the external links activities. The major drivers of this Policy are the staff.

### **4.6.2 Roles and Responsibilities of Staff**

The success of the MUST External Links Policy depends on the participation of individual academic staff. To enhance the University external links activities, University staff shall have the following responsibilities:

- (i) Participate in seeking collaborations, partnerships and linkages;
- (ii) Be professional in the conduct of external links duties; and
- (iii) Protect the interest of the University.

### **4.6.3 Roles and Responsibilities of the College External Links Coordinator**

The College Coordinator shall:

- (i) Coordinate the implementation of strategic plans for external links issues for the respective College;
- (ii) In collaboration with the Heads of departments, receive, review and recommend external links matters to the Director of ICU;
- (iii) Present progress report on external links activities in the respective College meetings; and
- (iv) Perform other external links duties which may be assigned by the higher authorities.

#### **4.6.4 Roles and Responsibilities of Departmental External Links Coordinator**

The Departmental EL Coordinator shall:

- (i) Report and advise the Head of Department on external links issues;
- (ii) Liaise with the College Coordinator concerning respective departmental external links issues;
- (iii) Coordinate the implementation of strategic plans for all external links activities departmental level;
- (iv) Encourage and mobilize the external links activities within the respective department;
- (v) Provide feedback on dormant collaborations and the way of improving it;
- (vi) Keep records of all academic-related external links activities at the department;
- (vii) Ensure policies and guidelines for external links activities are adhered to and followed;
- (viii) Assist Head of Department to handle all matters related to fieldwork and students research programmes;
- (ix) Handle students and academic staff challenges related to labor markets, industrial linkages and field attachment in the respective department; and
- (x) Perform other external links duties which may be assigned by the higher authorities.

## **CHAPTER FIVE**

### **MONITORING AND EVALUATION**

#### **5.1 Introduction**

This chapter focuses on the mechanism for monitoring and evaluating the External Links Policy in order to assess the performance of the implementation of strategies and the achievements of the policy goals and objectives.

#### **5.2 Monitoring and Evaluation**

Monitoring the efficiency and effectiveness of policies, regulations, or other procedures outlined in policy statements or plans (policy and plan monitoring) is a critical component of the resource management planning process. Successful implementation of the Policy will largely depend on an effective monitoring and evaluation mechanism. These mechanisms are necessary tools for assessing the implementation of strategies and the achievements of Policy goals and objectives.

The University, through ICU, will support monitoring and evaluation exercises. ICU will work together with other actors in the monitoring and evaluation of Policy activities in their respective areas. In consultation with the implementing actors, the ICU will develop guidelines and indicators to be used for monitoring and evaluating the Policy and related programmes. Also, all actors involved in the implementation of the policy will be responsible for monitoring and evaluating Policy activities falling within their jurisdiction. Monitoring and evaluation reports will be produced and disseminated to allow stakeholders at all levels to share views on the progress of the Policy.

Monitoring will be done quarterly and will involve collecting relevant information from records, documents, feedback from stakeholders, observation and physical evidence based on the implementation plan.

#### **5.3 Evaluation Report**

Evaluation of MUST External Links Policy will be done after every three (3) years to determine whether it has produced the desired effects. It is a

compilation of sub-review reports made annually. The evaluation report will determine needs for modification, change or re-design of the Policy to cope with the existing needs.

#### **5.4 Policy Review and Amendment**

The External Links Policy review process will begin at the University's external links technical committee. The committee will have to prepare the proposal and submit it to various stakeholders within the University, including various University organs. The comments from various stakeholders will be presented to the University ICU Committee. Following the discussions of the ICU Committee, the modified report shall be submitted to the Senate for approval and where necessary submitted to the University Council for noting.

The Policy shall be reviewed periodically to ensure adequacy and relevance to all university external link activities. It shall be reviewed after every three (3) years, or more frequently if the need arises. Possible reasons for reviewing the Policy can be attributed to the changing University environment, market forces or any other reason. Outdated policies may put the University in danger and old rules may be in violation of modern laws and regulations. But regular review will keep the University updated on the sector's rules, technology and best practices.

## **LIST OF BENCHMARKED INSTITUTIONS**

1. Arusha Technical College (ATC)
2. Dar es Salaam Institute of Technology (DIT)
3. Kisii University
4. Moi University
5. Mzumbe University
6. Sokoine University of Agriculture (SUA)
7. The Catholic University of Eastern Africa (CUEA)
8. Uganda Business and Technical Examinations Board
9. University of Dar es Salaam (UDSM)
10. University of Dodoma (UDOM)
11. University of Nairobi
12. Universiti Sains Islam Malaysia (USIM)

## **APPROVAL**

At its 40<sup>th</sup> Meeting held on 6<sup>th</sup> day of March 2024, the Council of Mbeya University of Science and Technology RECEIVED, DUSCUSSED and APPROVED the External Links Policy.

Hon. Zakia Hamdani Meghji  
**CHAIRPERSON**

Adv. Lugano Mwakilasa  
**SECRETARY**