MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY

PUBLIC SERVICE POLICY

NOVEMBER 2023

FOREWORD

Mbeya University of Science and Technology (MUST) is a higher learning institution endeavoring to be leading in science and technology. This mission positions the University to become a center of excellence for academics, research and public services with the goal of enhancing societal well-being through community engagement. Community engagement under this policy involves academic consultancy and outreach activities. Furthermore, as part of MUST mandate through the establishing Charter to embody the aspirations of the local and the global community, the University is committed to consultancy and outreach services and marketing, hence the need to develop and institutionalize the University Public Services Policy.

To demonstrate the importance of university-community engagement, the new MUST organizational structure established the Internationalization and Convocation Unit to coordinate public service activities among other mandates. This policy is the revised version whereby the revisions addressed different issues of existing policy including; compliance with MUST guidelines, new MUST organizational structure and organogram, policy issues, statement and strategies for proper implementation. Revision of issues focused on the increment of consultancy works, inter-disciplinary and multi-disciplinary partnership, quality public services, increment and diversification of outreach services and consultancy eligibility for MUST staff.

This policy marks a new chapter towards improved, efficient and more consultancy and outreach activities for improving the community and other stakeholders, and personal professional growth through individual engagement in consultancy works. MUST staff should embrace this policy as an avenue towards individual success and prosperity and the University growth at large.

Prof. Aloys N. Mvuma
Vice Chancellor
November 2023

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LIST OF ABBREVIATIONS

DICU	Director of Internationalization and Convocation Unit
DVC ARC	Deputy Vice Chancellor - Academic, Research and Consultancy
DVC PFA	Deputy Vice Chancellor - Planning, Finance and Administration
HoD	Head of Department
HoD AC	Head of Department of Academic Consultancy
HoD OSM	Head of Department of Outreach and Marketing Services
IAC	Industry Advisory Committee
ICU	Internationalization and Convocation Unit
ICUC	Internationalization and Convocation Unit Committee
MCB	MUST Consultancy Bureau
MIST	Mbeya Institute of Science and Technology
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
PS	Public Service
TCU	Tanzania Commission for Universities
VC	Vice Chancellor

DEFINITION OF KEY TERMS AND CONCEPTS

(a) Community

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

(b) Community Engagement

Connecting the rich resources of the University to the most pressing social, community and ethical problems.

(c) Consultancy Services

Professional advice that provides expert opinion or advice within a particular area of interest or expertise.

(d) Convocation

Is an assembly of persons called together to a meeting or a formal meeting of the people/members of a College or University to observe a particular ceremony.

(e) 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.

(f) Internationalization

Is the process of integrating an international/intercultural dimension into the teaching, research and service elements of an institution.

(g) Marketing

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

(h) Outreach

An activity of providing services to a community that might not otherwise have access to those services. In this Policy, outreach means the provision of community service using knowledge, technology or products by the University. It is an effort to bring services or information to people within their proximity.

(i) Policy

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

(j) Public Services

Services that are provided to the public based on needs but not profit oriented. In this regard, public services include academic consultancy and outreach activities.

(k) Service

Social accountability and responsiveness to development challenges through the key functions of the University in close cooperation and interaction with a community.

(l) 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.

(m) 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, process, applications, materials or services.

(n) Partnership

A collaborative engagement between two or more parties sharing a similar vision aimed at reaching a common goal by devising and implementing a mutually agreed on to modus operandi while maintaining their respective identities and agendas.

(o) Staff consultancy

Refers to the consultancy project solicited by the individual or group of staff.

(p) University consultancy

Refers to the consultancy project solicited by the University.

CHAPTER ONE: BACKGROUND INFORMATION

1.1   Background Information

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 and Vocational Education and Training (NACTVET) Establishment Order 2004.

The transformation was a government move towards strengthening the College to become a fully-fledged University. MIST registered a number of achievements including restructuring of FTC programmes to Ordinary Diploma programmes and introduction of undergraduate degree programmes which eventually lead to expansion of students' enrolment. Following these achievements, on 29th 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 2013 on 20th 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

The Mbeya University of Science and Technology as a higher learning Institution and a full-fledged University has been growing tremendously in terms of science and technology which is accompanied with changes/improvements in its three core functions which are teaching, training and consultancies. Moreover, MUST has undergone structural transformation which led to changes in its directorates, centers, units and departments. The previously known as the Directorate of Public Services and External Link is one of organ that was affected by the transformation and changed to the currently known as the Unit of Internationalization and Convocation (IC). Furthermore, the MUST Corporate strategic plan (2022/2023 – 2026/2027) pin points several strengths, weaknesses, opportunities and challenges for the University to realize its vision and mission. However, the operating tools which are policies of External Links and Public Services were not reviewed to match the structural reformation. In order to function properly and comply with the University Charter and its subsequent guiding policy, the Unit of Internationalization and Convocation took a step to review its operating policies.

As a full-fledged University, MUST is continuing focusing to remain committed to applying its educational resources to solve problems and issues faced by citizens in its context, nation and beyond borders. Thus, this policy review incorporates all issues raised above to enable the coordination of all community engagement activities of all campuses, colleges, centres, units and departments.

1.5 Justification

Following the MUST 2019 reformation and other minor subsequent reformation, the new University organizational structure included a 'Public Services' organ under the Unit of Internationalization and Convocation to coordinate all community engagement activities of all campuses, colleges, centers, units, and departments of the University. MUST has been engaging with the community in consultancy through MUST Consultancy Bureau (MCB) and conducting outreach services activities through various University units and individual staff. To properly handle its mandate, the Unit of Internalization had to implement its two operating policies and guidelines in executing its functions. However, since the development of this policy, it undergoes challenges and weaknesses in implementing it. To conduct and integrate consultancy and

outreach activities in academic programmes effectively, MUST is required to review its policies including the Public Services Policy which will enhance the implementation of academic consultancy and outreach activities with more efficiency. The policy provides principles that promote and foster the environment conducive for undertaking community services in order to solve societal problems.

CHAPTER TWO: POLICY INTRODUCTION

2.1 Introduction

Mbeya University of Science and Technology (MUST) recognizes consultancy and outreach activities as an integral component of its core functions. Consultancy and outreach services is an important work which enhances university-industry collaboration, innovation and exchange of knowledge, skills and expertise between the MUST and external agencies. This Public Service Policy is intended to provide the information and guidelines required to undertake consultancy and outreach activities in accordance with the professional, ethical and efficient manner. This shall be attained through a shared commitment to excellence by everyone in the University. Every staff member shall, therefore, be responsible and accountable for all interventions that fall within their sphere of influence.

2.2 Policy Vision

The policy exists to steer MUST to become a center of excellence in academic consultancy and outreach services in science and technology for national development.

2.3 Policy Mission

To co-ordinate, facilitate and promote the provision of quality academic consultancy and outreach services to the community.

2.4 Goal

To guide the University on public services based on community needs, institutional priorities as well as national and global goals.

2.5 Objectives

2.5.1 Main objective

To ensure provision of quality public services that are equally accessible within and outside the

University by using university expertise and other stakeholders to facilitate knowledge and technology transfer for community development.

2.5.2   Specific Objectives

The objectives of the Policy are to:
    (a) promote the University programmes through consultancy and outreach activities;
    (b) strengthen and ensure gender equality in access to consultancy and outreach activities for all MUST staff;
    (c) ensure transparency and integrity in all consultancy and outreach activities; and
    (d) ensure that public services are conducted in accordance with ethical standards and best practices in the industry.

2.6   Philosophy

The philosophy of Public Services Policy is to innovatively influence social- economic community development through consultancy and outreach activities. This will be achieved by transferring improved knowledge and technologies to potential beneficiaries (community) and sharing mutually beneficial knowledge and experiences. However, the responsibility for delivery of quality service to the University in all its endeavors rests with individual members of staff. MUST staff are responsible for ensuring that all policy objectives are achieved.

2.7   Policy Scope

The policy covers any work or activity undertaken by University staff in their field of expertise for the community or clients in government, private sectors or external agencies for which activities involving financial returns are provided in the form of professional fees or honoraria.

CHAPTER THREE: POLICY ISSUES, STATEMENTS AND STRATEGIES

3.1 Introduction

This chapter provides key issues that need to be addressed so as to promote consultancy and outreach initiatives undertaken by the University. There are policy statement(s) and workable strategies for each policy issue. The policy statements and strategies have been benchmarked on experiences from other similar institutions.

3.2 Policy Issues: Increasing Number of Consultancy Works

(a) Few consultancy works performed by the University.

(b) Lack of motivation for solicitation of consultancy works.

(c) Unwillingness to register consultancies solicited and/ or performed by staff

3.2.1 Policy Statements

It takes passion, perseverance and determination to look for consulting work. On the other side, obtaining consulting jobs requires a variety of elements, including discipline, expertise, networking and lobbying. The University shall:

(a) Be committed to supporting and building capacity of its human resource in searching, acquiring and implementing consultancy works;

(b) Encourage staff and departments to take part in soliciting projects; and

(c) Sensitize staff on benefits of documenting and reporting of all the consultancy works that they perform.

3.2.2 Strategies

To ensure increasing number of consultancy works and implement public engagement activities, the University shall:

(a) Ensure that searching, solicitation, securing and implementation of consultancy activities are done strategically and effectively;

(b) Track consultancy opportunities, creating a network of potential clients, connecting with key stakeholders and allocating funds for searching consultancy works;

(c) Build staff capacity on expression of interest proposal writing and bids (both financial and technical);

(d) Encourage staff to participate in consultancies which bring opportunities and benefits to the University, its staff and clients and recognition of staff for professional development;

(e) Guide persons inside and outside the University as to when and how public services may be undertaken using the University's name, services, space, facilities, equipment and intellectual property;

(f) Develop operational guideline indicating financial remuneration for the project solicitor;

(g) Set guidelines that will ensure equitable access to public engagement assignments by all academic staff members including junior and all categories of the gender of staff;

(h) Provide a flexible management framework to cover the range of consultancies customarily undertaken by staff members including consultancies directed toward charitable purposes, community service and strategic priorities for the University;

(i) Provide platforms where public services and activities are highlighted and documented; and

(j) Mount consultancy skills training for staff who lack consulting skills and report writing.

3.3   Policy Issue: Inter-disciplinary and Multi-Disciplinary Partnership

Lack of cooperative methods for integrating information, expertise and skills from various professions and stakeholders internally and externally to promote professionalism and competence Policy Statement.

3.3.1 Policy Statements

The University shall:

(a)   Build staff capacity and strong partnership networks with relevant potential and stakeholders.

(b)   Build competent multi-disciplinary teams of professionals who can offer quality services to the public.

(c) Endeavour to provide a conducive environment for conducting short courses, conferences and seminars.

3.3.2 Strategies

The University shall:

(a) Ensure capacity development and involvement of stakeholders in consultancy and outreach activities;

(b) Establish effective public services mechanisms;

(c) Establish a database of key partnerships in public services activities;

(d) Promote the creation of alliances and networks between MUST organizations and other stakeholders who share an interest in expertise, skills and technology; and

(e) Encourage multidisciplinary teams in undertaking public services activities.

3.4 Policy Issues: Provision of quality public services

(a) Insufficient delivery of quality public service to the community and stakeholders.

(b) Lack of accountability among MUST staff conducting consultancy, outreach and marketing activities.

3.4.1 Policy Statement

The University shall:
(a) improve and operationalize MUST public service guideline; and,

(b) instill an accountability culture among MUST staff when doing marketing and delivering consultancy and outreach services.

3.4.2 Strategies

The University shall:

(a) Institutionalize budgeting and allocation of funds for implementation of public services activities across various academic departments;

(b) Solicit resources from external sources to support carrying out public services activities;

(c)   Build capacity of academic staff to solicit resources for public services activities;

(d)   Strengthen human and physical resource capacity for handling routine matters and functional development;

(e)   Organize regular meetings on consultancy, outreach and marketing issues to share experiences, challenges, achievements and promote accountability culture among the staff;

(f)   Ensure information about MUST public services is accessible in both soft and paper forms for reference, evaluation, analysis, assessment and improvement actions for the upcoming tasks;

(g)   Improve database for consultancy, outreach and marketing data storage; and

(h)   Conduct surveys to identify current needs from the community and stakeholders hence plan to address them.

3.5   Policy Issues: To increase and diversify outreach services

(a)   Underutilization of MUST diverse experts and resources;

(b)   Low outreach intensity; and

(c)   Insufficient MUST Exhibitions

3.5.1 Policy Statements

The University shall:

(a)   Develop demand driven continuing education programmes and short courses;

(b)   Work on innovations and technologies developed by the university to improve productivity;

(c)   Establish reliable and effective means of communication; and

(d)   Ensure availability of quality facilities and mobilize resources for outreach activities.

3.5.2 Strategies

The University shall:

(a)   Strengthen MUST Media Facility and other communication services in publicizing MUST outreach activities and services;

(b)   Market MUST innovations, expertise, services and technologies developed by MUST;

(c)   Determine stakeholders' needs for outreach and create efficient means for outreach;

(d)   Create a database of potential partners for outreach activities;

(e)   Promote the use of multidisciplinary teams for outreach initiatives;

(f)   Establish institutional budgeting and funding allocations for the execution of outreach activities in various MUST departments and units;

(g)   Solicit resources from other sources to support execution of outreach activities; and

(h)   Create viable and appropriate financing sources to assist in the delivery of outreach services.

3.6   Policy Issue: Financing Public Services Activities

Insufficient funds to facilitate consultancy solicitation and outreach activities.

3.6.1   Policy Statements

The University shall budget and manage funds for public services in any financial year.

3.6.2   Strategies

The University shall:

(a)   Integrate the functions and activities of public services in its annual plans and budgets;

(b)   Develop proposals to attract funding for public services activities from other sources outside the university annual budgets; and

(c)   Source external financing for public services activities. In such cases the external financiers shall be individual, groups, associations or organization that are not involved in any way to criminal or antisocial activities.

CHAPTER FOUR: POLICY COMMUNICATION AND IMPLEMENTATION

4.1   Introduction

Understanding policy communication is vital in today's information-driven society, as it can shape the outcomes of policies and their impact on society. The implementation of the Public Service Policy is the responsibility of all the University organs as supported by the University Charter. Executive and staff at all levels are responsible for developing an understanding and becoming competent in the implementation of   Public Service Policy's   framework. Organizational structure clearly demonstrates who owns the policy, order of reporting and responsibilities of partners and stakeholders, and state the individual or unit that will lead implementation of the policy.

4.2   Organizational Structure

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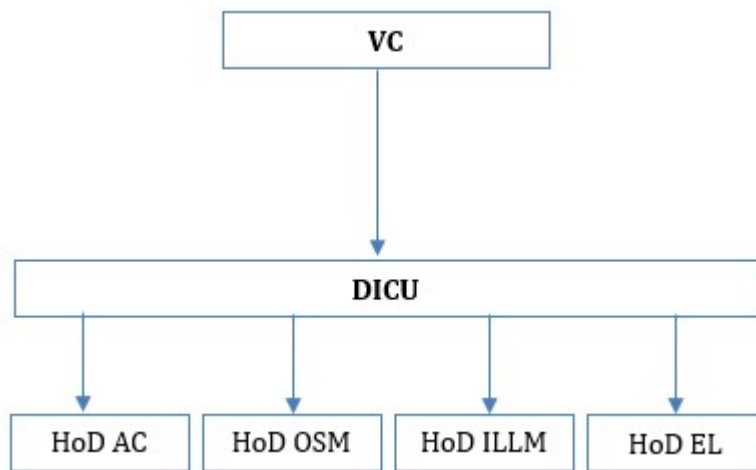

Figure 1: The Organizational Structure of MUST Internationalization and Convocation Unit

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

(a)   University Level: The Vice Chancellor's Office

There shall be Internationalization and Convocation Unit (ICU) in the University structure. The ICUC shall be a delegate Committee of the Senate.

The Office of the Vice Chancellor will:
  (i)   Incorporate public services element into the relevant MUST Strategic Plans and make sure it is one of the University priority agenda;
  (ii)   Ensure an unflinching University commitment to its own public services Policy;
  (iii) Ensure that MUST's activities and operations, budget, policies, international agreements and administrative decisions are aligned with the University's own strategic goals regarding public services;
  (iv)   Recognize, reward and celebrate individuals and departments which excel in the implementation of the Policy; and
  (v)   Incorporate public services matters or issues in the Vice Chancellor's regular reports to the University Council.

(b)   College Level

Each College shall have an Internationalization and Convocation College Coordinator.

(c)   Department Level

Each Department shall have Internationalization and Convocation Coordinator.

4.3   Composition of the committee

The ICUC shall be a Senate Committee and responsible for internationalization matters among other issues under ICU as they relate to all aspects of University functions.

4.3.1   Membership of the University ICUC

Membership of the ICC shall be as follows:

(a)   The Chairperson, who shall be a Deputy Vice Chancellor Academic Research and Consultancy;

(b)   Deputy Vice Chancellor, Planning Finance and Administration who shall be an ex-officio member;

(c)   Director of ICU who shall be the Secretary;

(d)   Directors and Principals;

(e)   One member representing MUSTSO;

(f)   One member representing MUSTASA;

(g)   Two members, one from the Government and one from any external member of the IAC to be recommended by DVC ARC; and

(h)   The ICC shall be a Senate Committee and shall be responsible for Public Services matters among other issues as they relate to all aspects of University functions.

4.3.2   Functions of the Committee

The functions of the IC Committee concerning Public Services, include:

(a)   Advise the Senate on matters pertaining to Public Services activities at the University;

(b)   Formulate policy and oversees Public Services issues at MUST;

(c)   Oversee the implementation of the Public Services Policy;

(d)   Promote Public Services culture at the University;

(e)   Provide Public Services inputs to the University at all levels;

(f)   Monitor Public Services standards and practices;

(g)   Attend specific directives as required from time to time by the Council regarding Public Services issues;

(h)   Approve Public Services activities to be undertaken throughout the year;

(i)   Review continuously the Policy of Public Services to be responsive to changes in the academic environment;

(j)   Spearhead the designing and developing of Public Services proposals at the University to be forwarded to the Government and donor partners for support; and

(k)   Receive reports from Public Services Sub-committees

4.4   College Boards

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

4.5   General Departmental Meetings

The Departmental Meeting may invite ICU Coordinator responsible for organizing public services matters in the department in conformity with the University's Public Service framework. All departmental Public Services matters shall be reported to the respective college board.

4.6   Functions of ICU Director

The ICU Director shall:
- (a)   be the responsible person for all matters pertaining to Public Service;
- (b)   supervise and assign duties to Public Services' HoDs (HoD-AC and HoD-OSM);
- (c)   be responsible to the ICU Committee for the implementation of the decisions of the Committee;
- (d)   be the Secretary of ICU Committee;
- (e)   be the advisor and assistant to the Vice Chancellor in respect of such matters the University Public Services as may be prescribed;
- (f)   ensure through annual Public Services reports that the Public Services practice and conduct within Departments, meet the standards of the University and the community needs;
- (g)   conduct market intelligence by using internal and external assessment data and information in order to identify new strategic issues/areas requiring action and specific innovations in these areas;
- (h)   ensure policy and guidelines for Public Services are adhered to;
- (i)   mobilize and solicit resources from external sources to support the implementation of Public Services activities;
- (j)   attend to specific recommendations as required by the Senate from time to time on Public Services matters;
- (k)   spearhead reviews of the University Public Services Policy;

(l)   oversee University's participation in various exhibitions; and

(m)   perform any other duty as may be assigned by higher authority from time to time.

4.7   Functions of Head of Academic Consultancy Department

The functions of the Head of Consultancy Department are to:

(a)   advise the Director with regard to issues pertaining to Consultancy Services;

(b)   assist in coordinating and soliciting consultancies for the University;

(c)   mobilize consultants across the departments of the university's research activities;

(d)   provide consulting services to organizations and delivering direct services to the community;

(e)   register and keep records of all academic-related consultancies at the University;

(f)   ensure policies and guidelines for consultancy are adhered to and followed;

(g)   ensure quality of all consultancy activities at the University; and

(h)   perform any other duties which may be assigned by the higher authority.

4.8   Functions of Head of Outreach Services and Marketing Department

The functions of the Head of Outreach Services and Marketing Department are to:

(a)   Advise the Director with regard to issues pertaining to Outreach Services and Marketing;

(b)   Assist in coordinating and administering all outreach services and marketing activities;

(c)   Marketing the University's corporate image to both the internal and external publics;

(d)   Provide feedback on non-performing products and programmes and the way of improving it;

(e)   Liaise with other departments with a view of producing commercials;

(f)   Promote sponsorship of programmes and sell associated MUST products; and

(g)   Perform any other duties which may be assigned by the higher authority.

4.9   Governance

As introduced in Section 4.2, the implementation of the MUST Public Service Policy is institutionalized within the organizational structure of the University. The Internationalization and Convocation Unit oversees the implementation of the Policy through coordination of Public Service activities and provision of technical assistance and services to all other departments in 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. 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 Public Service matters to the University Senate for approval, and where necessary, for onward transmission to the University Council. Public Service participatory organs are shown in Figure 2.
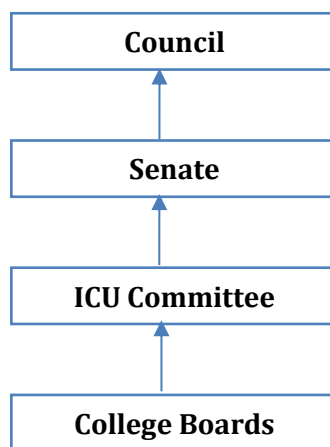
Figure 2: Public Services Organogram

4.10 Operations

The operations of ICUC shall be as follows:

(a)   It shall meet at least four times a year;

(b)   It shall develop a work plan at the beginning of the fiscal year;

(c)   The Internationalization and Convocation Unit Secretariat shall prepare Agenda and write Minutes of ICUC meetings; and

(d)   Meeting Agendas, papers and minutes will be published and circulated following the University's Publication Policy.

4.11 Expectations from Committee Members

All members of the Internationalization and Convocation Committee are expected to:

(a) Be collegial and constructive in approach;

(b) Attend and participate fully in the work of the committee and consult their constituencies to gather input which will inform the committee;

(c) Take collective and individual ownership of issues under the committee's remit and execute the same on behalf of their constituencies;

(d) Be committed to communicating the work of the committee to their respective constituencies within the university; and

(e) Base their views, decision, and actions on empirical evidence.

4.12 Tenure of the Committee Membership

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

4.13 Roles and Responsibilities in Public Services

Responsibility for public services lies with all members of staff in various academic departments in the University. The entirety of the University is expected to contribute to the public services activities. The major drivers of this policy are the staff.

4.13.1 Roles and Responsibilities of Staff

The success of the MUST Public Services Policy depends on the participation of individual academic staff. To enhance the University Public Service activities, University staff shall have the following responsibilities:

(a) Participate in seeking public services activities;

(b) Be professional in the conduct of public services duties; and

(c) Protect the interest of the University.

4.13.2 Roles and Responsibilities of the College ICU Coordinator

The College Coordinator will;

(a)   Liaise with the Principal and HoDs of Academic Consultancy and Outreach Services Management on matters about the respective public services issues;

(b)   Coordinate the implementation of strategic plans for public services issues for the respective College;

(c)   Collaborate with the Heads of Departments receive, review and recommend public services matters to the ICU;

(d)   Be invited to present progress report on public services activities in the respective College Board; and

(e)   Perform any other Public Service duties as may be assigned by the higher authority.

4.13.3   Roles and Responsibilities of Departmental ICU Coordinator

The Departmental Coordinator will:

(a)   Report and advise the Head of Department on public services issues;

(b)   Liaise with the College Coordinator concerning respective departmental public services issues monthly;

(c)   Coordinate the implementation of strategic plans for all public services activities for the respective Department;

(d)   Encourage and mobilize the public services activities within the respective Department;

(e)   Ensure policies and guidelines for public services activities are adhered to and followed;

(f)   Liaise with Heads of Consultancy and Outreach Services Departments about respective public services issues in the department;

(g)   Prepare the departmental public services activities report for the department;

(h)   Perform other public services duties which may be assigned by the higher authority.

CHAPTER FIVE: POLICY MONITORING AND EVALUATION

5.1 Introduction

This chapter introduces the mechanisms which will assess the performance of the Public Service Policy in reflection on the implementation of strategies and achievements of policy goals and objectives.

5.2 Monitoring

Successful implementation of the Policy will largely depend upon effective monitoring and evaluation mechanism. These mechanisms are necessary means for assessing the implementation of strategies and achievements of policy goal and objectives.

(a) The University through ICU unit will support monitoring and evaluation exercises.

(b) IC will work together with other actors in the monitoring and evaluation of policy activities in their respective areas.

(c) In consultation with the implementing actors, the Unit will develop guidelines and indicators to be used for monitoring and evaluation of the policy and related programmes.

(d) Also, all actors involved in the implementation of the policy will be responsible for monitoring and evaluation of policy activities falling within their jurisdiction.

(e) The monitoring and evaluation reports will be produced and disseminated to allow stakeholders at all levels to share views on the progress of the policy.

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

(g) Departments shall submit quarterly progress reports of the consultancy and outreach activities conducted in their departments during the stated period.

(h) ICU shall monitor and evaluate the quality of the delivered consultancy assignments and outreach activities. Completed forms of evaluation by clients/participants will be useful in tracking performance of consultant.

5.3   Evaluation Report

Evaluation of MUST Public Service Policy will be done based on the Public Service guidelines to determine whether it has produced the desired effects. 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 Process and Amendment

Public Service Policy review process will begin at the University Public Service Technical Committee. The Committee will have to prepare the proposal and submit 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 should be submitted to the Senate for approval, and where necessary, for onward transmission to the University Council. The Policy shall be reviewed periodically to ensure adequacy and relevancy to all University Public Service activities. It shall be reviewed after every three (3) years.

LIST OF BENCHMARKED INSTITUTIONS

1. Arusha Technical College (2015). *College Industrial Practical Training Regulations and Guidelines,* Arusha.

2. Kampala International University in Tanzania (2019). *Consultancy Policy*.

3. Magoha, G. A. O. (2014). *Extension and Outreach Policy,* Nairobi: University of Nairobi.

4. Mbeya University of Science and Technology (August 2020). *Public Service Policy*, Unit of Internationalization and Convocation, Mbeya.

5. Mzumbe University (2020). *External Linkages and Community Engagement.* Directorate of External Linkages and Community Engagement, Morogoro.

6. Sokoine University of Agriculture (2017). *Outreach Policy,* Institute of Continuing Education, Morogoro.

7. University for Development Studies (UDS) (2017). *Policy on Consultancy Services*, Institute for Interdisciplinary Research and Consultancy Services (Iiracs).

ENDORSEMENT

According to the................. Senate meeting of the MUST held on.....................
Item of agenda...

This Public Service Policy has been read and adopted.

MUST SENATE CHAIRPERSON   **MUST SENATE SECRETARY**

Signature............................   Signature............................

Date................................   Date.............................