

MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY



SUSTAINABILITY AND ESG POLICY

SEPTEMBER 2025

FOREWORD

As Vice Chancellor of Mbeya University of Science and Technology (MUST), I am proud to present this Sustainability and ESG Policy, which reaffirms our commitment to responsible leadership in higher education.

In today's world of environmental challenges, social transformation, and growing demands for accountability, universities must rise beyond teaching and research. We must lead by example - integrating sustainability into governance, operations, research, and community engagement.

This Policy, developed in alignment with IFRS S1 and IFRS S2, the NBAA Technical Pronouncement No. 1 of 2024, and other Tanzanian laws, demonstrates our resolve to meet both national oversight requirements and the expectations of our students, staff, and communities for a sustainable future.

Through this Policy, MUST pledges to:

- Reduce its environmental footprint by improving energy, water, and resource efficiency.
- Promote social equity, diversity, and inclusion for staff, students, and stakeholders.
- Strengthen governance, accountability, and transparency through robust ESG practices.
- Foster innovation, research, and partnerships that deliver solutions to sustainability challenges.

Our ambition is to position MUST as a national leader and regional model of sustainable higher education. This Policy provides the framework to embed sustainability into all dimensions of our mandate - teaching, research, consultancy, innovation, and community service.

I call upon the University Council, management, staff, students, partners, and stakeholders to embrace this Policy with dedication and purpose. Together, we will ensure MUST contributes to shaping a more sustainable, just, and prosperous Tanzania - and the world.

With commitment,

Prof. Aloys N. Mvuma
Vice Chancellor

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ABBREVIATIONS AND ACRONYMS

AU	–	African Union
CAG	–	Controller and Auditor General
CSR	–	Corporate Social Responsibility
DVC	–	Deputy Vice Chancellor
EAC	–	East African Community
ESG	–	Environmental, Social, and Governance
ERM	–	Enterprise Risk Management
FYDP III	–	Tanzania’s Third Five-Year Development Plan
GHG	–	Greenhouse Gas
GRI	–	Global Reporting Initiative
HEET	–	Higher Education for Economic Transformation (Project)
IFAC	–	International Federation of Accountants
IFRS	–	International Financial Reporting Standards
ISSB	–	International Sustainability Standards Board
KPI	–	Key Performance Indicator
M&E	–	Monitoring and Evaluation
MoFP	–	Ministry of Finance and Planning
MUST	–	Mbeya University of Science and Technology
NBAA	–	National Board of Accountants and Auditors (Tanzania)
OTR	–	Office of the Treasury Registrar
PPRA	–	Public Procurement Regulatory Authority

SDGs	–	Sustainable Development Goals
SADC	–	Southern African Development Community
SASB	–	Sustainability Accounting Standards Board
TCFD	–	Task Force on Climate-related Financial Disclosures
UN	–	United Nations
UNFCCC	–	United Nations Framework Convention on Climate Change
VC	–	Vice Chancellor
VPO	–	Vice President’s Office (Environment)

GLOSSARY OF KEY TERMS

Accountability – The obligation of the University to provide transparent reporting and be answerable for its actions, decisions, and use of resources.

Audit Committee – A committee of the University Council responsible for oversight of financial reporting, governance, risk management, internal controls, and sustainability disclosures.

Carbon Footprint – The total amount of greenhouse gas (GHG) emissions caused directly and indirectly by an individual, organization, or institution, expressed in carbon dioxide equivalents (CO₂e).

Circular Economy – An economic model focused on minimizing waste and making the most of resources by reusing, recycling, repairing, and regenerating materials.

Climate Change Adaptation – Adjustments in practices, systems, and infrastructure to reduce vulnerability and respond to actual or expected impacts of climate change.

Climate-related Risks – Risks posed to an institution by climate change, classified as physical risks (flooding, droughts, heatwaves) or transition risks (policy, technology, market, and reputational changes).

Enterprise Risk Management (ERM) – A structured framework used by organizations to identify, assess, manage, and monitor risks, including sustainability and ESG-related risks.

Environmental, Social, and Governance (ESG) – A framework used to evaluate how an organization manages sustainability issues across three dimensions: environmental impact, social responsibility, and governance practices.

Green Procurement – Procurement practices that consider environmental and social sustainability criteria in selecting goods and services, in addition to cost and quality.

Greenhouse Gases (GHGs) – Gases that trap heat in the atmosphere, contributing to global warming and climate change. They include carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), and fluorinated gases.

IFRS S1 – International Financial Reporting Standard issued by the ISSB that requires disclosure of all sustainability-related financial information relevant to investors and stakeholders.

IFRS S2 – International Financial Reporting Standard issued by the ISSB that sets requirements for climate-related financial disclosures, aligned with TCFD recommendations.

Materiality – The principle that disclosures should focus on information about sustainability-related risks and opportunities that could reasonably be expected to affect the University’s ability to create value.

Monitoring and Evaluation (M&E) – Processes for tracking progress against planned sustainability goals, assessing effectiveness, and reporting on results.

Net Zero – A state where the total greenhouse gases emitted by an institution are balanced by an equivalent amount of emissions removed from the atmosphere.

Scope 1, 2, and 3 Emissions – Categories of GHG emissions:

- *Scope 1*: Direct emissions from sources owned or controlled by the University (e.g., fuel use).
- *Scope 2*: Indirect emissions from purchased electricity, heat, or steam.

- *Scope 3*: All other indirect emissions from activities not directly owned or controlled (e.g., travel, waste, supply chain).

Stakeholder Engagement – The process of consulting, involving, and building relationships with individuals or groups affected by or interested in the University’s sustainability activities.

Sustainable Development Goals (SDGs) – A set of 17 global goals adopted by the United Nations in 2015 to end poverty, protect the planet, and ensure prosperity for all by 2030.

Task Force on Climate-related Financial Disclosures (TCFD) – An international initiative that developed recommendations on climate-related financial disclosures to improve transparency and consistency.

Treasury Registrar (OTR) – The government office responsible for oversight of public entities in Tanzania, including directives on sustainability and ESG policy development.

CHAPTER ONE

BACKGROUND AND CONTEXT

1.1 Historical and Institutional Background of MUST

The history of Mbeya University of Science and Technology (MUST) dates back to 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 multi-disciplinary Mbeya Institute of Science and Technology (MIST) through the National Council for Technical Education (Mbeya Institute of Science and Technology) 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 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 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.

The University operates within an environment of increasing global attention to sustainability and climate change, where academic institutions are expected to demonstrate leadership in sustainability practices. MUST recognizes its responsibility to embed sustainability into its governance, teaching, research, and community service functions, aligning with both national priorities and international sustainability frameworks.

In providing direction to influence its operations towards the desired future; MUST is guided by the following vision, mission, and core values:

1.2 Vision

To become the leading center of excellence for knowledge, skills and applied education in science and technology.

1.3 Mission

To develop academically, technology, and socially competent students, staff, and other stakeholders who will be responsible to the broader needs and challenges of the society.

1.4 Core Values

In undertaking its roles and functions, MUST will uphold the following core values:

- (a) Leadership in Innovation and Technology - The University is committed to advancing science and technology as an essential part of our cultural heritage. High-quality, state-of-the-art programmes and the embracing of future technologies are highly valued.
- (b) Cultural of Excellence - This means striving to do things better, setting challenging goals, and continuously improving and innovating to deliver the best possible outcomes.
- (c) Diversity and Equal Opportunities for All - We believe in ethical and scholarly questioning in an environment that respects the rights of all, to freely pursue knowledge.
- (d) Partnerships - The University will work very closely with its stakeholders who include; students and staff, industries, Government institutions, NGO's Civil Society Groups, service providers, development partners, and other learning institutions, both within and outside the country.

- (e) Integrity and Stewardship of Resources - MUST is committed to accountability and responsibility in all actions and adhere to the highest standards of professional ethics and individual integrity.

1.5 Situational Analysis

Sustainability reporting is now standardized worldwide with the ISSB's IFRS S1 and IFRS S2, effective January 2024. These provide a global baseline for climate and sustainability disclosures, reinforcing transparency and comparability across institutions. Global frameworks such as the UN SDGs and the Paris Agreement further push universities to cut emissions, build resilience, and report their progress.

Across Africa, Agenda 2063 places sustainability and inclusive growth at the heart of development, with higher education identified as a key driver of skills and innovation. Within SADC, the Climate Change Strategy calls for mainstreaming adaptation and low-carbon growth in all sectors. Universities are therefore expected to demonstrate leadership in climate resilience and ESG integration.

Tanzania has formally adopted ISSB standards through the NBAA Technical Pronouncement No. 1 of 2024, making sustainability disclosures mandatory for public entities. Supporting laws such as the Environmental Management Act (2023), the Public Procurement Act (2023), and the Public Finance Act (Cap. 348) reinforce accountability in environmental stewardship, procurement, and governance. National strategies, including the Climate Change Strategy (2021–2026), and National Development Vision 2050, emphasize resilience, industrialization, and sustainable growth.

MUST's Strategic Plan (2022/23–2026/27) already highlights growth and research excellence, providing a platform for ESG integration. The University is engaged in sustainability-related programmes such as the HEET Project and

environmental research initiatives. However, challenges remain, including incomplete baselines for energy, water, waste, and emissions, limited green procurement practices, and fragmented reporting. Addressing these gaps through a formal ESG Policy will standardize data ownership, integrate climate risks into enterprise risk management, and align reporting with IFRS S1/S2 and national requirements.

With global, regional, and national priorities converging, the adoption of a Sustainability and ESG Policy ensures that MUST can comply with regulatory requirements, attract partnerships and funding, manage risks, and establish itself as a national leader and regional model of sustainable higher education.

1.6 Policy Rationale and Justification

The development of this Sustainability and ESG Policy arises from the growing need to integrate environmental, social, and governance (ESG) considerations into all aspects of the University's operations and decision-making processes. As a large public-sector institution with significant physical infrastructure, a diverse workforce, and an extensive student population, MUST's activities have a direct and indirect impact on the environment, society, and the economy.

The rationale for the Policy is guided by the following considerations:

- (a) Ensuring compliance with the Treasury Registrar's directive that all public institutions develop sustainability and ESG policies.
- (b) Meeting the requirements of the NBAA Technical Pronouncement No. 1 of 2024 on Sustainability Disclosures; Accounting Circular No. 2 of 2024/25 from the Permanent Secretary and Paymaster General; Public Procurement Act, 2023; Environmental Management Act, 2004 (as amended); Public Finance Act; and Universities Act.

- (c) Supporting Tanzania's national commitments under the National Climate Change Strategy (2021–2026), the Environmental Management Act (Cap 191), and the Public Finance Act (Cap 348).
- (d) Responding to stakeholder expectations (students, staff, regulators, development partners, and the local community) for greater transparency, accountability, and responsible management of resources.
- (e) Enhancing MUST's global competitiveness and visibility by aligning with international benchmarks such as the UN Sustainable Development Goals (SDGs), African Union Agenda 2063, and the Paris Agreement.

CHAPTER TWO

POLICY INTRODUCTION

2.1 Introduction

Mbeya University of Science and Technology (MUST) is committed to embedding sustainability and ESG principles across all aspects of its governance, teaching, research, operations, and community service. This commitment recognizes that universities are not only centers of learning and innovation but also role models in demonstrating responsible stewardship of resources and accountability to present and future generations.

Through this Policy, MUST pledges to:

- (a) Integrate sustainability and ESG considerations into strategic planning, financial management, and risk oversight.
- (b) Disclose sustainability-related risks and opportunities in line with IFRS S1 and S2, NBAA requirements, and national laws.
- (c) Promote responsible management of environmental resources, social inclusion, and sound governance practices.
- (d) Align with Tanzania's Vision 2050, the National Climate Change Strategy, and the UN Sustainable Development Goals (SDGs).

2.2 Policy Vision

To position MUST as a national leader and regional model in sustainable higher education, integrating environmental stewardship, social responsibility, and governance excellence into all dimensions of its mandate.

2.3 Policy Mission

The mission of this Policy is to embed sustainability and ESG principles across teaching, research, innovation, consultancy, community service, and operations.

This will be achieved by:

- (a) Integrating sustainability into curricula and research priorities;
- (b) Mainstreaming ESG considerations into planning, budgeting, procurement, and risk management;
- (c) Reducing the University's environmental footprint through energy, water, and resource efficiency;
- (d) Strengthening governance and accountability frameworks for transparent reporting and disclosure; and
- (e) Promoting inclusivity, diversity, and social responsibility within the University and its communities.

2.4 Goal

The overall goal of this Policy is to establish a coherent framework that guides MUST in managing sustainability-related risks and opportunities while fulfilling its mandate in teaching, research, and community service. It aims to create long-term institutional resilience, compliance with regulatory requirements, and measurable progress toward national and global sustainability targets.

2.5 Objectives

2.5.1 Main Objective

To ensure that sustainability and ESG principles are systematically integrated into the governance, operations, teaching, research, and community engagement of MUST.

2.5.2 Specific Objectives

- (a) To align the University's operations with IFRS S1, IFRS S2, NBAA pronouncements, and relevant Tanzanian laws.
- (b) To promote responsible management of environmental resources and reduce the University's ecological footprint.
- (c) To strengthen social inclusion, equity, diversity, and the well-being of staff, students, and surrounding communities.
- (d) To enhance governance, transparency, accountability, and anti-corruption practices within the University.
- (e) To foster research, innovation, and partnerships that address sustainability challenges locally, regionally, and globally.
- (f) To mobilize resources for sustainability initiatives and attract funding through ESG-aligned reporting.

2.6 Policy Philosophy and Principles

This Policy is anchored on the philosophy that sustainability and ESG are not stand-alone activities but core drivers of academic excellence, institutional resilience, and national development. MUST believes that by integrating ESG into its everyday functions, it will lead by example, producing graduates, research, and innovations that contribute to a sustainable and just society.

The Policy is guided by the following principles:

- (a) **Accountability:** Transparent reporting and disclosure of sustainability-related risks, opportunities, and performance.
- (b) **Integration:** Embedding sustainability into teaching, research, consultancy, and community engagement.
- (c) **Stewardship:** Responsible use of natural, financial, and human resources for long-term value creation.

- (d) Participation: Inclusive engagement of students, staff, government, industry, and community stakeholders in sustainability initiatives.
- (e) Innovation: Leveraging research and technology to generate sustainable solutions for local and global challenges.
- (f) Equity and Inclusiveness: Promoting diversity, social justice, and fair opportunities for all stakeholders.

2.7 Scope of Application

This Policy applies to all units, organs, and stakeholders of the University, including:

- (a) University Council, Senate, and Committees, which provide oversight and approve sustainability-related strategies and disclosures.
- (b) Management (VC, DVCs, Directors, Principals, and Heads of Units), responsible for integrating sustainability into policies, operations, and budgets.
- (c) Staff and Students, as key implementers and beneficiaries of sustainability programmes.
- (d) Affiliated Companies, Contractors, and Suppliers, who must adhere to the University's sustainability requirements in all contractual and partnership engagements.
- (e) Community and Development Partners, who collaborate with MUST on sustainability-related projects, research, and innovation.

Geographically, the scope covers all University campuses (Main Campus, Rukwa Campus, and Mtwara Campus), and extends to projects, partnerships, and community engagements in Tanzania and beyond. Exceptions, if any, will be approved by the University Council and documented in annual sustainability reports.

CHAPTER THREE

POLICY ISSUES, STATEMENTS AND STRATEGIES

3.1 Introduction

Sustainability and Environmental, Social, and Governance (ESG) practices are essential to ensuring that Mbeya University of Science and Technology (MUST) fulfils its academic mandate while addressing environmental, social, and governance challenges. This Chapter sets out key policy issues, corresponding policy statements, and strategies for implementation, providing a framework to integrate ESG principles into the University's governance, operations, teaching, research, and community service.

3.2 Environmental Policy Issues

Rising greenhouse gas emissions, inefficient energy use, waste management gaps, water scarcity, and biodiversity loss.

3.2.1 Environmental Policy Statement

MUST commits to reducing its ecological footprint through efficient resource use, renewable energy expansion, improved waste management, and biodiversity protection.

3.2.2 Environmental Strategies

To operationalize this environmental policy statement, MUST will implement the following strategies:

- (a) Introduce measures to monitor and reduce greenhouse gas (GHG) emissions, with progressive targets for Scope 1, 2, and 3 emissions.

- (b) Introduce renewable energy systems (solar PV, biogas, hybrid systems), scale up energy efficiency retrofits, and awareness programmes.
- (c) Improve water-use efficiency through rainwater harvesting, low-flow technologies, greywater recycling across campuses, and awareness programmes.
- (d) Establish waste segregation, recycling partnerships, and composting initiatives.
- (e) Promote tree planting, green landscaping, and biodiversity protection on University campuses, including integration with research and student engagement activities.

3.3 Social Policy Issues

Limited inclusivity and diversity, gaps in staff and student well-being systems, uneven participation in sustainability initiatives, and weak integration of sustainability into curricula and community service.

3.3.1 Social Policy Statement

MUST pledges to promote inclusivity, diversity, gender equity, staff and student well-being, and meaningful community engagement while embedding sustainability in teaching, research, and outreach.

3.3.2 Social Strategies

- (a) Embed sustainability into curricula, research priorities, and outreach projects.
- (b) Promote diversity, equity, and inclusion through gender balance in staffing, leadership, and student representation.
- (c) Strengthen occupational health, safety, and wellness programmes for staff and students.

- (d) Enhance community engagement through climate-smart agriculture, renewable energy, and CSR initiatives.
- (e) Encourage sustainability clubs, student-led innovation challenges, and sustainability leadership awards.

3.4 Governance Policy Issues

Fragmented ESG reporting, limited integration of sustainability risks into the Enterprise Risk Management (ERM) framework, inadequate ESG oversight in Council and committee structures, and lack of capacity on global reporting standards (IFRS S1 and S2).

3.4.1 Governance Policy Statement

MUST is committed to strengthening transparency, accountability, and ethical leadership by aligning ESG reporting with IFRS S1 and S2, NBAA pronouncements, and Tanzanian regulations, while ensuring sustainability risks are integrated into strategic planning and risk management.

3.4.2 Governance Strategies

- (a) Integrate ESG into the University's Strategic Plan, budgeting processes, procurement systems, and risk management framework.
- (b) Establish a Sustainability and ESG Committee to coordinate implementation and monitoring.
- (c) Develop a Sustainability Reporting Framework aligned with IFRS S1, IFRS S2, Treasury Registrar guidelines and NBAA pronouncements.
- (d) Build capacity of Council, management, and staff through continuous training on ESG standards and reporting.
- (e) Use the Internal Audit Unit to provide independent assurance on ESG disclosures and risk management.

CHAPTER FOUR

POLICY COMMUNICATION AND IMPLEMENTATION

4.1 Introduction

Effective communication and implementation are critical for the successful adoption of the Sustainability and ESG Policy at Mbeya University of Science and Technology (MUST). This chapter outlines how the policy will be cascaded through the University's governance and management structures, how responsibilities will be allocated, and how stakeholders will be engaged to ensure smooth implementation. Clear roles and accountability are emphasised to foster transparency, inclusivity, and efficiency in delivering sustainability objectives.

4.2 Organisation Structure

Effective governance is critical to the successful implementation of sustainability and ESG commitments at Mbeya University of Science and Technology (MUST). The governance framework ensures that sustainability responsibilities are clearly defined, integrated into decision-making, and subject to oversight and accountability. This framework is built on the "three lines of defence" model: governance and strategic oversight by the Council, management implementation and monitoring, and independent assurance by the Internal Audit Unit.

The governance and implementation of this Policy will be embedded in the University's existing management structures, supported by the ESG steering committee:

4.2.1 Role of the University Council

The University Council is the supreme governing body of MUST and holds ultimate accountability for sustainability performance. Its responsibilities include:

- (a) Approving the University's Sustainability and ESG Policy and related strategies.
- (b) Ensuring that sustainability and climate-related issues are integrated into the University's Strategic Plan and long-term development agenda.
- (c) Reviewing annual sustainability reports and disclosures in line with IFRS S1/S2 and NBAA guidelines.
- (d) Issuing directives to management on priority ESG matters.
- (e) Providing oversight on risk management, compliance, and sustainability investments.

4.2.2 Role of the Audit Committee

Reporting directly to the Council, the Audit Committee provides independent oversight of sustainability governance. Its responsibilities include:

- (a) Reviewing the identification, assessment, and management of sustainability and climate-related risks.
- (b) Monitoring compliance with IFRS S1/S2, NBAA technical pronouncements, and national ESG requirements.
- (c) Overseeing the adequacy of internal controls and assurance mechanisms related to ESG disclosures.
- (d) Reviewing external assurance reports on sustainability data where applicable.
- (e) Advising the Council on improvements in sustainability risk management and reporting.

4.2.3 Role of University Management

The Vice Chancellor (VC) has overall responsibility for implementing sustainability strategies, supported by the Deputy Vice Chancellors (DVCs), Principals, Directors, and Heads of Units. Their roles include:

- (a) Translating Council-approved sustainability strategies into operational plans, budgets, and projects.
- (b) Embedding ESG considerations into teaching, research, innovation, and community service.
- (c) Managing sustainability and climate-related risks through the Enterprise Risk Management (ERM) framework.
- (d) Reporting on sustainability performance to the Audit Committee and Council.

The Directorate of Planning and Investment is responsible for integrating ESG into corporate risk management, strategic planning, and performance monitoring. The Directorate of Estates Management oversees resource efficiency (energy, water, waste), greening initiatives, and compliance with environmental standards.

4.2.4 Role of the Internal Audit Unit

As the third line of defence, the Internal Audit Unit provides independent and objective assurance on the adequacy and effectiveness of controls over sustainability processes and data. Its responsibilities include:

- (a) Reviewing the accuracy, reliability, and completeness of ESG disclosures.
- (b) Assessing compliance with IFRS S1/S2, NBAA pronouncements, Treasury Registrar directives, and University policies.
- (c) Evaluating the effectiveness of sustainability-related risk management and internal controls.
- (d) Reporting assurance findings directly to the Audit Committee.

4.3 Sustainability and ESG Steering Committee

To operationalize sustainability, MUST will establish a Sustainability and ESG Steering Committee chaired by the Vice Chancellor, with representation from academic, administrative, and student bodies. Its roles are to:

- (a) Coordinate and oversee the implementation of the Policy across academic, administrative, and operational units.
- (b) Develop and recommend sustainability strategies, KPIs, and annual targets for Council approval.
- (c) Ensure alignment of University operations with IFRS S1, IFRS S2, NBAA pronouncements, and national laws.
- (d) Serve as the central hub for ESG data collection, monitoring, and reporting.
- (e) Ensure student and staff participation in sustainability initiatives.
- (f) Monitor ESG performance and prepare annual Sustainability Reports for the Council, Treasury Registrar, and other stakeholders.
- (g) Organize awareness, training, and capacity-building initiatives for staff and students.
- (h) Facilitate collaboration with external partners, donors, and regulators on sustainability projects.
- (i) Report quarterly to the Audit Committee on implementation progress and emerging risks.

4.3.1 Composition of the Sustainability and ESG Steering Committee

The Sustainability and ESG Committee will be established to guide implementation. Its composition will ensure balanced representation and expertise, as follows:

- (a) Chairperson: The Vice Chancellor.

- (b) Secretary: Designated Sustainability and ESG Coordinator (Appointed by Vice Chancellor among senior officials).
- (c) Members:
 - (i) Principals from all Colleges and Campus Colleges.
 - (ii) Director Postgraduate Studies, Research and Publications (inclusion of sustainability in research and consultancies).
 - (iii) Director of Estates Management (environmental and utility performance).
 - (iv) Director of Planning and Investment (risk, strategy, budgeting, resource mobilization, and monitoring).
 - (v) Director of Finance (cash flow priorities, IFRS sustainability Disclosure).
 - (vi) Director of Administration and Human Resources Management (staff welfare and motor vehicles carbon emission).
 - (vii) Director of Students' Affairs (Students' welfare).
 - (viii) Head of Legal Unit (Sustainability laws compliance).
 - (ix) Student representatives (through MUST Students' Organisation).
 - (x) Director of Internationalisation and Convocation (for community and stakeholders' engagement).
 - (xi) Director of Centre for Innovation and Technology Transfer (for incubation, patents, entrepreneurship, and commercialisation)
 - (xii) Director of Centre for Virtual education and Continuing Education (for short courses, virtual and continuing education).
 - (xiii) Director of Centre for Gender Studies (for special groups and inclusive sustainability).
 - (xiv) Directorate of Information and Communication Technology (Sustainability priorities).

- (xv) Head of Procurement Management Unit (Inclusion of sustainability and special groups in procurement).
- (xvi) Head of Communications and Marketing Unit (for marketing and publicity).
- (xvii) Director of Quality Assurance Unit.
- (xviii) Head of Internal Audit Unit.

4.4 Stakeholder Engagement and Participation

The governance framework recognizes the importance of broad stakeholder participation. Key mechanisms include:

- (a) Student associations and clubs (e.g., “Green MUST”) involved in sustainability initiatives and awareness.
- (b) Engagement with local communities, industry, and development partners to align projects with ESG goals.
- (c) Public disclosure of sustainability reports to enhance accountability and transparency.

4.5 Policy Integration Mechanisms

4.5.1 Integration into Strategic Planning

Sustainability is partly embedded into the University’s Strategic Plan (2022/23–2026/27) and all future planning cycles. ESG priorities will be linked to strategic objectives such as leadership in innovation, global competitiveness, resource mobilization, and institutional excellence. Each strategic initiative will be required to undergo sustainability screening to assess environmental, social, and governance implications before approval.

4.5.2 Integration into Budgeting and Financial Management

The University’s budgeting process will adopt a sustainability lens to ensure that financial resources are allocated in a manner consistent with ESG priorities.

- (a) Budget proposals will be required to identify ESG contributions and risks.
- (b) Capital projects will incorporate climate risk assessments and life-cycle cost analysis.
- (c) Financial reporting will disclose sustainability-related expenditures, savings from efficiency measures, and avoided costs from risk mitigation, in line with IFRS S1/S2 and NBAA pronouncements.

4.5.3 Integration into Teaching, Research, and Innovation

The University will mainstream sustainability principles into academic and research functions.

- (a) **Teaching:** All academic programmes will incorporate sustainability learning outcomes. Problem-based learning and case studies will address climate change, resource efficiency, and ethical governance.
- (b) **Research and Innovation:** Priority will be given to projects in renewable energy, climate-smart agriculture, waste-to-energy solutions, and sustainable engineering. Funding proposals will be encouraged to align with SDGs and Tanzania's sustainability agenda.
- (c) **Consultancy and Knowledge Transfer:** Consultancy services will integrate sustainability advisory, helping government and industry clients adopt climate-resilient and socially responsible practices.

4.5.4 Integration into Procurement and Supply Chain

Procurement processes will be guided by green procurement principles as required under the Public Procurement Act 2023 and its Regulations 2024.

- (a) Supplier selection criteria will include environmental performance, fair labour practices, and compliance with governance standards.

- (b) Preference will be given to special groups and suppliers offering eco-friendly goods, energy-efficient equipment, and sustainable construction materials.
- (c) Contracts will include clauses on sustainability compliance and penalties for violations.

4.5.5 Integration into Risk Management and Internal Controls

Sustainability and climate-related risks will be embedded into the University's Enterprise Risk Management (ERM) framework.

- (a) The Risk Register will capture ESG risks such as resource scarcity, carbon pricing, reputational risks, and regulatory non-compliance.
- (b) Risk ratings will follow the institutional risk scoring methodology, with sustainability risks reviewed quarterly by the Audit Committee.
- (c) Internal controls will ensure the accuracy, reliability, and completeness of sustainability-related data and disclosures.

4.5.6 Linkages with National and International Programmes

The integration of ESG will also leverage partnerships and frameworks such as:

- (a) HEET Project (World Bank-funded) for climate-resilient infrastructure and digital innovation.
- (b) Tanzania Forest Fund (TaFF) for offsetting campus-related emissions through tree planting and reforestation.
- (c) International collaborations with universities and industry on renewable energy, ICT for green growth, and sustainable manufacturing.

CHAPTER FIVE

MONITORING AND EVALUATION

6.1 Purpose

The monitoring, evaluation, and reporting (MER) framework ensures that implementation of the Sustainability and ESG Policy is tracked consistently, reported transparently, and improved continuously. It establishes clear roles, key performance indicators (KPIs), and disclosure requirements in compliance with IFRS S1, IFRS S2, NBAA Technical Pronouncement No. 1 of 2024, and applicable Tanzanian laws.

6.2 Sustainability KPIs and Targets

MUST will establish measurable indicators and targets across the ESG pillars. Examples include:

- (a) Environmental KPIs
 - (i) Reduction of Scope 1 and Scope 2 greenhouse gas emissions.
 - (ii) Share of renewable energy in total campus consumption.
 - (iii) Percentage of waste segregated and recycled.
 - (iv) Reduction in water consumption per student.
- (b) Social KPIs
 - (i) Gender balance in staffing and leadership roles.
 - (ii) Student participation in sustainability-related courses and research.
 - (iii) Number of community engagement and CSR initiatives.
- (c) Governance KPIs
 - (i) Timeliness and accuracy of sustainability disclosures.
 - (ii) Integration of ESG risks into the institutional Risk Register.

- (iii) Proportion of procurement contracts with sustainability clauses.

Annual targets will be reviewed by management and approved by the University Council to ensure continuous improvement.

6.3 Reporting Framework

MUST will adopt a reporting framework that ensures compliance, comparability, and transparency:

- (a) *IFRS S1 Compliance*: Disclosure of material sustainability-related risks and opportunities that may affect the University's enterprise value.
- (b) *IFRS S2 Compliance*: Climate-related disclosures structured under governance, strategy, risk management, and metrics/targets.
- (c) *NBAA Requirements*: Submission of sustainability disclosures as part of statutory financial and performance reporting.
- (d) *Treasury Registrar Guidelines*: Reporting to the Office of the Treasury Registrar on ESG implementation and performance annually.
- (e) *Voluntary Alignment*: Where possible, alignment with TCFD recommendations, SASB Education Services Metrics, and the Global Reporting Initiative (GRI).

6.4 Roles and Responsibilities in Monitoring

- (a) *University Council*: Approves ESG reports and provides strategic oversight.
- (b) *Audit Committee*: Reviews quality, reliability, and completeness of disclosures.
- (c) *Management*: Ensures data collection, consolidation, and reporting to Council and external stakeholders.

- (d) *Sustainability and ESG Steering Committee*: Coordinates monitoring across departments, validates data, and drafts reports.
- (e) *Internal Audit Unit*: Provides independent assurance on ESG reporting systems and data accuracy.

6.5 Disclosure Frequency and Channels

- (a) *Annual Sustainability Report*: Published as a standalone report and annexed to the University's Report of Those Charged with Governance.
- (b) *Quarterly Progress Updates*: Provided to Council, committees, and other oversight bodies.
- (c) *Website and Digital Platforms*: Summarized disclosures for students, staff, and external stakeholders.
- (d) *Community Engagement*: Sharing simplified reports with local communities and stakeholders to enhance accountability.

6.6 Assurance and Verification

- (a) *Internal Assurance*: Led by the Internal Audit Unit and reviewed by the Audit Committee.
- (b) *External Assurance*: Independent assurance (by accredited firms) on selected ESG metrics every three years whenever applicable.
- (c) *Regulatory Oversight*: Verification by the Controller and Auditor General (CAG) and the Treasury Registrar where applicable.

6.7 Continuous Improvement

The MER framework will be reviewed annually to reflect:

- (a) Emerging IFRS/ISSB standards and NBAA updates.
- (b) Lessons learned from implementation.

- (c) Feedback from stakeholders, including students, staff, regulators, and development partners.
- (d) Benchmarking against peer universities nationally, regionally, and globally.

6.8 Implementation Roadmap

The implementation of this Policy will follow a phased approach to ensure effective adoption across all levels of the University:

- (a) Phase I – Readiness and Awareness (Year 1)
 - (i) Conduct a sustainability readiness assessment across academic, administrative, and operational units.
 - (ii) Build awareness through workshops, seminars, and capacity-building sessions for staff, students, and Council members.
 - (iii) Establish the Sustainability and ESG Steering Committee and designate ESG focal person.
 - (iv) Publish annual Sustainability Reports aligned with IFRS S1/S2 and NBAA pronouncements.
- (b) Phase II – Institutional Integration (Years 2–3)
 - (i) Integrate ESG commitments into the Strategic Plan, annual budgets, procurement procedures, and risk management frameworks.
 - (ii) Launch sustainability-focused teaching modules, research projects, and community engagement programmes.
 - (iii) Develop and operationalize digital data collection systems for sustainability KPIs.
- (c) Phase III – Consolidation and Leadership (Years 4–5)
 - (i) Publish annual Sustainability Reports aligned with IFRS S1/S2 and NBAA pronouncements.

- (ii) Engage in benchmarking with peer universities nationally, regionally, and internationally.
- (iii) Strengthen partnerships with development agencies, regulators, and industry to mobilize resources for sustainability initiatives.

6.9 Policy Review Cycle

This Policy will be subject to both periodic and comprehensive reviews to ensure relevance and effectiveness:

- (a) *Annual Review:* Assessment of implementation progress, performance against KPIs, and identification of gaps.
- (b) *Comprehensive Review:* Every three years, a full review will be conducted to align the Policy with updated IFRS/ISSB standards, NBAA pronouncements, regulatory changes, and international best practices.

APPROVAL

This Sustainability and ESG Policy of the Mbeya University of Science and Technology (MUST) has been developed in accordance with the requirements of the International Financial Reporting Standards (IFRS S1 and IFRS S2), the National Board of Accountants and Auditors (NBAA) Technical Pronouncement No. 1 of 2024, the directives of the Treasury Registrar, and other applicable laws and regulations of the United Republic of Tanzania.

At its 48th Meeting held on 3rd day of September 2025, the Council of Mbeya University of Science and Technology Received, Discussed and Approved the Sustainability and ESG Policy.

Hon. Zakia Hamdani Meghji

CHAIRPERSON

Adv. Lugano Mwakilasa

SECRETARY

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