

MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY



RESOURCE MOBILISATION POLICY

2ND EDITION

AUGUST 2023

FOREWORD

Mbeya University of Science and Technology (MUST) has an obligation to contribute to national social and economic development through teaching, research, consultancies, and other allied services to the community. MUST is recognized as one of the most capable institutions in Tanzania with staff who have relevant skills, requisite research and teaching facilities, and the mandate to generate new knowledge. Despite its competent human and physical resources, the University faces a number of challenges including: access to and availability of revenue for its various programmes and effectively utilise the available human and physical resources to mobilize resources.

The University is implementing its 3rd Corporate Strategic Plan (2022/23-2026/27) where it aspires to enrol 15,000 students by 2025. For effective implementation, sufficient financial, human and physical resources are required. In this respect, it was deemed necessary to review a number of policies and guidelines including the Resource Mobilisation Policy to align them with the University's implementation strategies.

The Resource Mobilisation Policy aims at steering the University's endeavours in identifying potential sources of revenue and exploiting them effectively. The potential resource mobilisation areas provided in this document aim to bridge the resource gap and enhance the University's ability to effectively implement the Strategic Plan. Thus, this policy document intends to guide the MUST community to channel their efforts in mobilizing resources required to ensure that the University executes its core functions effectively.

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Vice Chancellor

Mbeya University of Science and Technology

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LIST OF ABBEVIATIONS AND ACRONYMS

DPI	Director of Planning and Investment
FPDC	Finance, Planning and Development Committee
FPDS	Finance, Planning and Development Sub-committee
FTC	Full Technician Certificate
FYDP	Five Year Development Plan
M&E	Monitoring and Evaluation
MIST	Mbeya Institute of Science and Technology
MTC	Mbeya Technical College
MUST	Mbeya University of Science and Technology
PPP	Public Private Partnerships
RMA	Resource Mobilisation Activities
SWOC	Strength, Weaknesses, Opportunities and Challenges
TCU	Tanzania Commission for Universities

DEFINITION OF KEY TERMS AND CONCEPTS

Policy: A principle or protocol to guide decisions and achieve rational outcomes. A policy is a statement of intent and is implemented as a procedure or protocol.

Resource Mobilisation Policy: A document that details the course of action that the University has decided to take on all matters related to resource mobilisation activities. This policy sets strategies which will stimulate resource mobilisation activities at MUST.

Resource Mobilisation Activities (RMA): All operations that produce income or recover costs by providing goods or services to the University community or, in some cases, to the public.

Resource Mobilisation Unit: A unit which has been established under the Directorate of Planning and Investment for the purpose of organizing, managing, implementing, and monitoring resource mobilisation activities at MUST.

Public Private Partnership or “PPP”: An agreement or agreements between the University and a private sector entity whereby the entity will, at least, be responsible for the construction and capital financing of a facility.

CHAPTER ONE

BACKGROUND INFORMATION

1.1 Background Information

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's move towards strengthening the College to become a full-fledged University. Mbeya Institute of Science and Technology registered several achievements including the restructuring of FTC programmes to Ordinary Diploma programmes and introduction of Undergraduate Degree programmes which eventually led to expansion of student 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 into a full-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.

MUST endeavours to lead in science and technology, thereby become a centre of excellence for academics, research and consultancy and thus put itself in a position where research results improve livelihood in the society. MUST has to conduct research that reflects the National Research Agenda in order to develop professional skills in science, engineering, social sciences, and other related fields.

1.2 MUST Vision

The Vision of Mbeya University of Science and Technology 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 Situation analysis

The third MUST Corporate Strategic Plan (2022/2023 – 2026/2027) points out several strengths, weaknesses, opportunities, and challenges (SWOC) that the University has to surmount to realize its vision and mission. While reviewing the Resource Mobilisation Policy, an assessment of the internal and external environment together with benchmarking with other similar institutions was conducted. The assessment covered three thematic areas including financial resources, human resources, and physical resources which have impact on the University resource mobilisation initiatives.

Human resource is a key resource in the University's bid to achieve its vision and mission. Currently, the University has 699 staff members, while the staff establishment indicates that the University needs 1,000 staff members to operate optimally. In particular, the composition of academic staff members is skewed where junior staff members account for 87% of the total academic staff members while the remaining 13% are senior academic staff. In that regard, having fewer staff members and specifically fewer senior academic staff constrains the University's capacity to execute its core functions.

The University financial base is built upon three main sources being Government subventions, internal collections and grants. Government subventions have been

increasing year after year since the 2019/2020 financial year. According to the audited financial statements, there was an increase of 25% between financial years 2019/20 and 2021/22; the funds are largely utilized in development projects implemented at the University. Internal collections have also increased by 23%. Despite having experienced increased revenue growth, more funding is needed to cater for operational and development expenses.

The University's physical resources/infrastructure were mainly constructed in early 1980's, as such, they are dilapidated and present challenges when implementing core functions of the University. In 2009, efforts were made to invest in new infrastructure following the University's target to enrol 15,000 students by 2025. However, such efforts have not kept up with the current growth rate of the University's community. To cater for this growth, the University has 535 hectares (487 hectares at MUST Main Campus and 48 hectares at MUST Rukwa Campus College) and only 10% of the total area has been developed. This implies that there is ample space for more infrastructure development. Equally important, there is inadequate equipment to support the core mandate of the University. Therefore, the University must engage in efforts to attract funds to expand its physical resources, both infrastructure and equipment.

1.5 Justification

The smooth operation and implementation of the University's strategic plan requires adequate funds. The Resource Mobilisation Policy will help the University to optimize resources with minimum risk in order to generate returns on assets to fulfil strategies that are aligned with its mission, vision, and values. The policy will facilitate the establishment of a framework for mobilising resources which are suitable for short- and long-term objectives.

The Resource Mobilisation Policy has been reviewed to address the bottlenecks in administering the implementation of the University Strategic Plan and tapping into the revenue growth potential of the University. Such bottlenecks include changes in the organisational structure of the University, identification of new

sources of revenue, low engagement of staff and students in resource mobilisation activities.

CHAPTER TWO

POLICY INTRODUCTION

2.1 Introduction

The National Five-Year Development Plan (FYDP III) (2021/22 – 2025/26) set strategies to capacitate Institutions of Higher Learning in the Country to improve and strengthen their resource mobilisation capacity through enhanced training, research, and consultancy. Complementing Government sources by internally generating income is critical in attaining this result. To implement this directive there is a need for MUST to have a clear guiding policy. Therefore, this chapter highlights the Policy’s vision and mission, policy goal and objectives, philosophy and scope.

2.2 Policy Vision

The University is committed to ensure that resources mobilisation strategies are effectively planned and managed to support the core mandate of the University.

2.3 Policy Mission

To engage University stakeholders in effectively managing existing resources, and finding new sources for supporting business processes and functions of the University.

2.4 Goal

The goal of the Resource Mobilisation Policy is to enhance sustainable financial, human, and physical resources through resource mobilisation initiatives.

2.5 Objectives

The objectives of the Policy are to:

- (a) Guide the resource mobilisation activities within the University;
- (b) Promote and coordinate new resource mobilisation potentials

- at all levels;
- (c) Provide modalities of co-ordination and monitoring of RMA at all levels;
 - (d) Create a conducive entrepreneurial environment for staff and students regarding resource mobilisation;
 - (e) Facilitate members of staff to explore different avenues for resource mobilisation;
 - (f) Explore the existing market of resource mobilisation activities;
 - (g) Create a positive attitude towards resource mobilisation in enhancing University development;
 - (h) Motivate staff to generate income by provision of services to the community; and
 - (i) Ensure that business is conducted in accordance with high ethical standards and best practices in the industry.

2.6 Philosophy

The philosophy of the Resource Mobilisation Policy is to promote resource mobilisation activities that have positive and sustainable impact on resource generation to attain the core function of the University.

2.7 Policy Scope

This policy applies to all activities, business processes and procedures undertaken by the Mbeya University of Science and Technology.

CHAPTER THREE

POLICY ISSUES, STATEMENTS AND STRATEGIES

3.1 Introduction

This chapter provides key issues that need to be addressed to promote resource mobilisation initiatives undertaken by the University. Each policy issue has policy statement(s) and strategies to be focused. The policy statements and strategies have been benchmarked from other similar higher learning institutions.

3.2 Policy Issue: Teaching and Learning

Training is one of the core mandates of the University as stipulated in the Mbeya University of Science and Technology Charter, 2013. That being the main business of the University, it is thus the main source of revenue for the University. Currently, over 95% of the University's internally generated revenue comes from tuition fees collected from programmes offered. Thus, the University must ensure there is sustainability in provision of training to stakeholders to safeguard the revenue potential.

3.2.1 Policy Statement

The University shall develop and sustain its training programmes to ensure revenue growth from tuition fees collection.

3.2.1 Strategies

The University shall:

- (a) Strengthen the tuition fee collection system;
- (b) Conduct awareness campaign on student matters including timely payment of fees;
- (c) Review the fee structure to align it with the programme requirements in each college;

- (d) Market and promote the programmes offered;
- (e) Design and review programmes to ensure that they meet industrial/labour market requirements and promote use of technology; and
- (f) Introduce mechanisms for cost reduction particularly in students' projects.

3.3 Policy Issue: Management of short courses, conferences, and seminars

Knowledge sharing is key to professional development. Short courses, conferences and seminars provide a great avenue to capitalise on that. On the other hand, revenue collected from these activities contribute to the University coffers. However, little has been done to implement these activities at the University, as such precludes the University from capitalising on them for staff professional development and revenue generation.

3.3.1 Policy Statement

The University shall endeavour to provide a conducive environment for conducting short courses, conferences and seminars.

3.3.2 Strategies

The University shall:

- (a) Capacitate staff to design and offer tailor-made programmes and short courses;
- (b) Market and promote short course programmes;
- (c) Engage industries in designing short course programmes;
- (d) Capacitate staff on research and publication;
- (e) Host an academic conference annually;
- (f) Strengthen collaboration with the public and private sectors;

and

- (g) Motivate staff who contribute to resource mobilisation.

3.4 Policy Issue: Management of Research and Consultancy

Research and Consultancy activities next to training are the greatest contributors to revenue generation for the University. However, in order to conduct these activities, qualified staff and a conducive environment are required. Currently, there are few researches funded from external sources, additionally, the funds received do not provide for administration of the University. The number of consultancy works being conducted are few or some are not reported as such less revenue is realised.

3.4.1 Policy Statement

The University shall endeavour to provide a conducive environment for research and consultancy.

3.4.2 Strategies

The University shall:

- (a) Strengthen operationalization of the research and consultancy departments;
- (b) Encourage staff to register in their respective professional bodies;
- (c) Capacitate staff to solicit and conduct research and consultancy work;
- (d) Strengthen reporting systems of research and consultancy conducted;
- (e) Market and promote research and consultancy works;
- (f) Motivate staff who attract resources from research and consultancy work;
- (g) Develop tools for collecting feedback from clients;

- (h) Collaborate with industries in conducting research and consultancy work;
- (i) Increase the number of postgraduate programmes by developing online and evening programmes; and
- (j) Develop guidelines for managing ethical standards when carrying out research and consultancy work.

3.5 Policy Issue: Innovation and Technology Transfer

Innovation is the source of new products and ideas contributing to the development of human wellbeing. At the University, most innovative ideas are in the conception stage and are showcased in technology exhibition festivals. Little is being done to develop prototypes to attract investors and generate revenue.

3.5.1 Policy Statement

The University shall endeavour to mobilise resources for development of innovations to sustainably transform ideas and opportunities into marketable products.

3.4.2 Strategies

The University shall:

- (a) Strengthen the Centre for Innovation and Technology Transfer;
- (b) Conduct awareness seminars on registration and patenting of potential innovative ideas;
- (c) Support patent drafting and registration of potential innovative ideas;
- (d) Develop clear path for progression of potential innovations;
- (e) Support the development of quality prototypes for

- commercialization; and
- (f) Encourage collaboration with industries and other stakeholders.

3.6 Policy Issue: Management of workshops, laboratories, demo-farms and teaching factories

The University has greatly invested in ensuring that its students receive both theoretical and practical training. To that end, there has been significant investment in the construction and retooling of workshops and laboratories with state-of-the-art equipment, establishment of teaching factories and demo farms. Apart from being used for academic activities, the facilities have the potential to generate income for the University. However, much has not been done to capitalise on that.

3.6.1 Policy Statement

The University shall endeavour to provide a conducive environment for commercialisation of facilities with revenue potential.

3.6.2 Strategies

The University shall:

- (a) Improve laboratories and workshops to meet accreditation standards;
- (b) Ensure certification of its workshops and laboratories;
- (c) Promote entrepreneurship skills among staff members and students;
- (d) Develop and implement operational guidelines for proper utilization of the facilities;
- (e) Commercialise its workshops, laboratories, demo-farms, and teaching factories; and

- (f) Attract development partners to invest in the workshops, laboratories, demo-farms, and teaching factories through a PPP arrangement.

3.7 Policy Issue: Management of Projects and Grants

Projects and grants are important avenues for resource mobilisation for the University. However, attracting funds through writing fundable proposals requires skills among staff members. As per records, few projects have been won and as such, more efforts must be done to capitalise preparation of fundable proposals to contribute to the core functions of the University.

3.7.1 Policy Statement

The University shall endeavour to strengthen initiatives to attract fundable projects and grants proposals.

3.7.2 Strategies

The University shall:

- (a) Capacitate staff to attract fundable grants and project proposals;
- (b) Encourage staff to register in professional bodies;
- (c) Develop guidelines for managing ethical standards when carrying out project work;
- (d) Strengthen systems for management of projects;
- (e) Encourage ethical standards when implementing projects;
- (f) Motivate staff who contribute to resource mobilisation;
- (g) Advertise investment opportunities to be engaged through PPP arrangement; and
- (h) Promote initiatives to conduct fundraising campaigns.

3.8 Policy Issue: Management of Media Centre

The University envisions the establishment of a fully-fledged media centre which supports training, publicity and supplements revenue streams. Immediate initiatives have resulted in the establishment of the MUST FM Radio, whose contribution has been negligible. Despite the efforts put in place, the long-term goal to establish a media centre is yet to be realised.

3.8.1 Policy Statement

The University shall strengthen initiatives to have a fully operational media centre.

3.8.2 Strategies

The University shall:

- (a) Develop a media centre business plan;
- (b) Attract investment in the media centre through PPP arrangement;
- (c) Employ qualified media centre staff;
- (d) Capacitate staff members to operate the media centre professionally;
- (e) Promote business and entrepreneurship skills; and
- (f) Equip the media centre with modern facilities.

3.9 Policy Issue: Management of Affiliated Companies

The Mbeya University of Science and Technology Charter, 2013 provides provision for the establishment of affiliated companies. The companies provide avenues to engage with the community by offering goods and services based on the mandate of their establishment. In addition, the companies offer opportunities for staff and students to exercise their profession in

various capacities. In return, the revenue generated is shared with the University as per the companies share arrangement. This initiative must be fully capitalised to increase the University's revenue potential.

3.9.1 Policy Statement

The University shall strengthen the operationalisation of affiliated companies to ensure that they are productive and contribute to the University coffers.

3.9.2 Strategies

The University shall:

- (a) Invest in affiliated companies as prescribed in the MUST Investment Policy; and
- (b) Propose restructuring of affiliated companies to improve their productivity.

3.10 Policy Issue: Management of University Spaces

The University continues to invest in new infrastructure and rehabilitate existing ones as per the master plan so as to offer quality services to its stakeholders. Such infrastructure includes students and staff accommodation facilities, business centre premises, and recreational facilities. The need for this infrastructure is increasing fast compared to the financial capacity of the University to develop them. Therefore, initiatives must be put in place to ensure that they are developed and become a source of revenue for the University.

3.10.1 Policy Statement

The University shall commit itself to provide a conducive environment for infrastructure development.

3.10.2 Strategies

The University shall:

- (a) Operationalise its master plan;
- (b) Allocate funds for construction of new modern facilities;
- (c) Allocate funds for renovation/rehabilitation of existing facilities;
- (d) Perform risk management of its facilities;
- (e) Attract investors through PPP arrangement; and
- (f) Routinely maintain existing facilities.

3.11 Policy Issue: Management of Dispensary/health centre/hospital

The University hosts large number of stakeholders, as such ensuring their welfare by provision of health services becomes important. To that end, the University has dispensaries within its Campuses that provide health care services to students, staff members, and the surrounding community. The University targets to enrol 15,000 students by 2025 and in that regard, it plans to transform the existing dispensaries into health centres and later to hospitals. This move will ensure that better health services are being provided to the community and on the other hand, generate revenue for the University.

3.11.1 Policy Statement

The University shall endeavour to attract resources for the provision of health care services by capacitating its health facilities.

3.11.2 Strategies

The University shall:

- (a) Attract investors through PPP arrangement;
- (b) Allocate funds to upgrade the health care facilities;
- (c) Routinely maintain its health care facilities;
- (d) Capacitate staff to offer professional medical services;
- (e) Employ health specialists;
- (f) Collaborate with stakeholders in the health sector; and
- (g) Create awareness of health services offered.

3.12 Policy Issue: Human Resources Management

The implementation of the University's Strategic Plan requires adequate qualified staff. In particular, the composition of academic staff members is skewed towards junior staff members. In that regard, having fewer staff members, specifically fewer senior academic staff constrains the University's capacity to effectively execute its core functions.

3.12.1 Policy Statement

The University shall endeavour to mobilise resources to attract competent staff and capacitate existing staff members to increase their productivity.

3.12.2 Strategies

The University shall:

- (a) Recruit qualified staff members;
- (b) Capacitate staff to get required qualifications;
- (c) Motivate staff to increase productivity;
- (d) Provide a conducive working environment; and
- (e) Develop a strategic succession plan.

CHAPTER FOUR

POLICY COMMUNICATION AND IMPLEMENTATION

4.1 Introduction

Resource mobilisation is an activity that concerns the whole University. As such, it is the responsibility of the broader University community to implement the Policy. The executive and staff at all levels are responsible for developing an understanding of and becoming competent in the implementation of resource mobilisation principles and practices in their work areas. The organization structure describes who owns the policy, order of reporting and responsibilities of partners and stakeholders. It further states the individual or organisation that will lead in the implementation of the Policy.

4.2 Key Responsibilities of Various Actors

4.2.1 The Council

The Council shall:

- (a) Approve the University resource mobilisation activities as identified by the University management; and
- (b) Oversee the allocation and use of available resources based on the strategic direction of the University.

4.2.2 The Vice Chancellor

The Vice Chancellor Shall:

- (a) Provide leadership in the implementation of the Resource Mobilisation Policy in the University;
- (b) Report on significant resources mobilised by the University from time to time;
- (c) Appoint the Resource Mobilisation Coordinators; and
- (d) Facilitate the operationalisation of the resource mobilisation activities.

4.2.3 Finance, Planning and Development Committee

The Finance Planning and Development Committee shall:

- (a) Safeguard policies, regulations, and procedures for which the

- Resource Mobilisation Policy is established;
- (b) Recommend plans and activities of the Resource Mobilisation Unit to the Council;
 - (c) Provide recommendations on the course of action for various resource mobilisation activities; and
 - (d) Receive, discuss and report the resource mobilisation activities to the Council.

4.2.3 Finance Planning and Development Sub-Committee

The Finance Planning and Development Sub-Committee (FPDS) shall:

- (a) Recommend plans and activities of the Resource Mobilisation Unit to the FPDC;
- (b) Provide recommendations on the course of action for various resource mobilisation activities; and
- (c) Receive, discuss, and recommend reports on resource mobilisation activities to the FPDC.

4.2.4 Directorate of Planning and Investment

The Directorate of Planning and Investment Shall:

- (a) Develop and suggest resource mobilisation activities of the University;
- (b) Facilitate implementation of resource mobilisation activities;
- (c) Encourage collaboration and formation of teams among different departments/units at MUST for resource mobilisation activities;
- (d) Recommend mechanisms for disbursement and reward for different individuals, groups, departments, or units participating in resource mobilisation activities to the University Management;
- (e) Appraise proposals for resource mobilisation activities from Colleges/Directorates/Centres/Unit;
- (f) Register and disseminate information on resource mobilisation opportunities;
- (g) Advice on cost cutting issues in line with optimal utilisation of resources;

- (h) Prepare and compile reports on resource mobilisation activities; and
- (i) Monitor and make follow up on resource mobilisation activities.

4.2.5 Colleges, Directorate, Centres and Units

The Colleges, Directorates, Centres, and Units shall:

- (a) Solicit and execute resource mobilisation activities successfully;
- (b) Prepare reports on resource mobilisation activities;
- (c) Plan and distribute projects among competent staff members;
- (d) Advise on the course of action for various resource mobilisation activities;
- (e) Promote the services of the University to the industry.

4.2.6 Departments

The departments Shall:

- (a) Solicit and execute resource mobilisation activities successfully;
- (b) Prepare reports on resource mobilisation activities;
- (c) Advise on the course of action for various resource mobilisation activities; and
- (d) Promote the services of the University to the industry.

CHAPTER FIVE

POLICY MONITORING AND EVALUATION

5.1 Introduction

Resource Mobilisation is an important activity for the University to tap into its growth potential. As such a well-functioning Resource Mobilisation Policy with effective monitoring and evaluation system is critical in its implementation. It ensures good management and accountability. Monitoring and evaluation play a vital role in assessing the implementation of the strategies, goals, and objectives of the policy.

Monitoring is a continuous process to assess progress, identify bottlenecks and it focuses more on the progress, while evaluation is sporadic (done mid-term or end of the activity) to assess the achieved results against expected ones. Moreover, evaluation focuses on things that have happened and how they have been implemented.

5.2 Periodical Evaluation of the Policy

Monitoring and evaluation will be carried out from time to time and the responsibility of conducting such an activity is vested in the Director of Planning and Investment. The Directorate of Planning and Investment shall prepare the M&E framework, with a list of indicators that capture information needs of different stakeholders. The list will be updated from time to time to include additional information requirements necessitated by new developments. The M&E activities shall commence with a baseline survey as a benchmark to track implementation of the policy.

During monitoring and evaluation, the following tools, including others not in the list could be used: survey, interviews, focus groups, case studies, and observational techniques. In the process, the main indicators for monitoring and evaluation under consideration shall include input, process, output, outcome, impact, and sustainability of implementing the Resource Mobilisation Policy.

5.3 Evaluation Report

The Directorate of Planning and Investment shall prepare and compile evaluation reports from Colleges, Directorates, Centres and Units to assess the extent to which resources have been utilised to attain the intended Policy output. The reports shall be channelled through the Finance, Planning and Development Committees for discussion, and later to the Council for deliberation. Furthermore, the reports shall provide feedback which may assist in amendment of the set-out strategies and/or

address any disputes that may arise during implementation.

5.4 Policy Review and Amendments

Application of this 2nd edition of the Resource Mobilisation Policy shall commence upon approval by the University Council. Further, the University shall review the Policy after every three years and when deemed necessary.

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APPROVAL

At its 38th Meeting held on 29th day of August 2023, the Mbeya University of Science and Technology Council RECEIVED, DISCUSSED and APPROVED the Resource Mobilisation Policy.

Hon. Zakia Hamdani Meghji

MUST COUNCIL CHAIRPERSON

Prof. Aloys N. Mvuma

MUST VICE CHANCELLOR