MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY

EXTERNAL LINKS POLICY

August 2020

FOREWORD

Mbeya University of Science and Technology is a higher learning institution, endeavouring to be leading in science and technology. In so doing, it expects to become the centre of excellence for academics, research, and consultancy and puts itself in a position whereas external relationships help meeting its objectives. Hence, MUST commitment to leading in science and technology will match with building and maintaining reputable and effective external linkages and partnerships.

To address this, the University considers it important to manage external relationships coherently and collaboratively to grasp opportunities that will contribute not only to the University's profile but also its reputation.

The MUST External Links Policy lays out principles and guides University staff in managing external relations with the wide range of University stakeholders worldwide.

Prof. Aloys N. Mvuma
Vice Chancellor
August 2020

TABLE OF CONTENTS

LIST OF ABBREVIATIONS

CEL: College External Links

CPSEL: College Public Services and External Links

DPSEL: Directorate of Public Services and External Links

DVC-ARC: Deputy Vice Chancellor - Academic, Research and Consultancy

DVC-PFA: Deputy Vice Chancellor Planning, Finance and Administration

EL: External Links

FPT: Field Practical Training

HoD: Head of Department

ILLM: Industrial Linkage and Labour Market

IPT: Industrial Practical Training

LMI: Labour Market Information

MIST: Mbeya Institute of Science and Technology

MUST: Mbeya University of Science and Technology

MUSTASA: MUST Academic Staff Association

PSEL: Public Services and External Links

PSELC: Public Services and External Links Committee

PMU: Procurement Management Unit

VC: Vice Chancellor

DEFINITION OF KEY TERMS AND CONCEPTS

(a) Collaboration

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

(b) Community

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

(c) External Links

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

(d) Industrial Linkage

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

(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) Labour Market

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

(g) Marketing

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

(h) Partner

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

(i) Policy

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

(j) 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.

(k) 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.

CHAPTER ONE
BACKGROUND INFORMATION OF THE UNIVERSITY

1.1. Introduction

The history of Mbeya University of Science and Technology (MUST) dates back from 1986 when Mbeya Technical College (MTC) was established by the Government of Tanzania for the purpose of training Full Technicians at Certificate Level (FTC) under the Russia - Tanzania Training Support. The College existed up to mid-2005 offering programmes in the fields of Architecture, Electrical Engineering, Civil Engineering and Mechanical Engineering. In July 2005, MTC was transformed into a comprehensive multi-disciplinary Mbeya Institute of Science and Technology (MIST) through the National Council for Technical Education (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 several achievements including the restructuring of FTC programmes to Ordinary Diploma programmes and the introduction of Undergraduate Degree programmes which eventually lead to the expansion of students' enrolment. Following these achievements, on 29th March 2012 after being issued with a University Provisional Licence 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. Vision of MUST

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

1.3. Mission of MUST

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 specified by:

(a) Facilitating appropriate tuition, practical training and support according to the needs of students and other customers;

(b) Encouraging staff commitment to quality education and services including research, consultancy and innovation;

(c) Fostering lifelong learning, honesty, and responsibility;

(d) Promoting an environment conducive to human development; and

(e) Promoting effective entrepreneurship and usage of appropriate technology that meet national and international needs and standards through skills and practical oriented training, research and consultancy.

1.4. The Core Values Guiding MUST

To fulfill its mission and achieve its vision, the core values of MUST intend to achieve:

(i) Leadership in innovation and technology

(ii) Culture and excellence

(iii) Diversity and equal opportunity for all

(iv) Partnerships

(v) Integrity and stewardship of resources

1.5. Situational Analysis

Since its transformation from the Mbeya Technical College (MTC) and Mbeya Institute of Science and Technology (MIST) to Mbeya University of Science and Technology (MUST) in 2012, there have been no remarkable effective external relationships to help meet its vision as set out in the core values. During its existence as the University, it has remained less linked not only to other reputable academic institutions but also non-academic institutions and industry.

To build sustainable linkages between MUST and other institutions, the 2019 reformation aimed at transforming MUST into a full-fledged University which would be better placed to meet the social and economic development. The reformation resulted in a new University organizational structure that included an 'External Links' organ to coordinate in building the sustainable linkages between universities and other external institutions as well as industry. Also, it is the structure that intends to link students to industry. Many industries now acknowledge that to successfully innovate, they cannot exclusively rely on their internal research and development capacity. MUST-Industry Linkages, as done by other universities worldwide, could open up great opportunities to an enormous global pool of talents and skills.

Currently, the University lacks the External Links Policy document to layout principles and guidance to staff in managing external relations with the wide range of University stakeholders.

1.6. Justification

Based on the University culture, we are forced to carefully reconsider her role in society and to evaluate the relationships with her various stakeholders and communities. MUST has been engaging in collaborations over the years through various University units. But, the implementation of these functions has not been fully attained mainly due to inadequate coordination of resources and processes as well as the lack of a central administering organ. MUST can only achieve the high-quality research, effective dissemination of knowledge, and social welfare through the establishment and implementation of linkages, partnerships, and collaborations with similar-minded organizations, institutions, industry, and the community.

It is important to manage external linkages coherently and collaboratively to grasp opportunities that will contribute to both the University's profile and reputation. With the mapping of earlier practice, this policy will provide a framework for a coordinated and strategic University approach to managing external relationships and students' industrial linkages. It is designed to

encourage a partnership approach to securing the best possible outcomes from such collaborations and linkages.

Some of the earlier collaboration practices could damage the image of the institution as they were not centrally managed which could lead to legal challenges. There are many benefits for students, staff, University, and partners from collaborations. However, there are many challenges in establishing such collaborations that if not addressed, may result in either the failure of such collaboration or unpleasant experience for parties involved. Therefore, there is a need for MUST to have a partnership and collaboration policy to enhance collaboration and partnership with other institutions, organizations, and individuals as well as protecting the interest of the University.

CHAPTER TWO
POLICY BACKGROUND INFORMATION

2.1. Introduction

This part presents the vision, mission, goal, objectives, philosophy, and scope of External Links Policy.

2.2. Vision

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

2.3. Mission

To collaborate and partner in the training of a human resource that meets the country's development needs and the international labour markets, sustain the production of quality research, community engagements, dissemination of knowledge, skills, values, and competencies.

2.4. Goal

The goal of the External Links Policy is to strengthen collaborations, linkages, and partnerships with other world-class institutions and industries to augment MUST's expertise and realize its objectives.

2.5. Objective

External Links Policy intends to layout principles and guides to University staff in managing collaborations and industry linkages with a wide range of University stakeholders.

2.6. Policy Philosophy

Responsibility for delivery of quality service to the University in all its endeavours rests with individual members of staff. Heads of units/departments are responsible for ensuring that the provisions of this Policy are met within their units/departments

2.7. Scope of the Policy

This Policy relates to principles to be followed in implementing collaboration, partnership and industry linkages activities with all external stakeholders of the University; including applicants, alumni, donors, funding/statutory/governing/professional bodies, international partners, business and industry, supply chain, local community, and with groups or individual members of the public. It does not relate to internal stakeholder engagement, i.e. with students and staff.

CHAPTER THREE
POLICY ISSUES, STATEMENTS AND STRATEGIES

3.1. Policy Issue

To coordinate collaboration activities at the University for effective training of a human resource.

3.1.1 Policy Statement

MUST shall welcome collaborative provision in learning, teaching, and research that can contribute to the fulfillment of its vision, mission and objectives, without detriment to its reputation.

3.1.2 Strategies

To implement external links activities, the University should endeavour to;

(i)   Review the collaboration and partnership policy periodically;

(ii)   Establish collaboration and partnership priorities for the University;

(iii)   Identify collaboration and partnership opportunities for the University;

(iv)   Conduct regular meetings within the research institution and review progress;

(v)   Make recommendations to the Senate on matters related to joint programmes that result from collaborations and partnerships; and

(vi)   Monitor and evaluate the effectiveness and impact of all University collaborations and partnerships.

3.2. Policy Issue

To guide staff to initiate and engage the University in reputable linkages.

3.2.1 Policy Statement

MUST shall collaborate with local Universities and the private sector as the instrument to advancing science and technology and the country's industrialization agenda to benefit from enhancing University-industry linkages.

3.2.2 Strategies

(i) To invest in University-Industry joint research;

(ii) To encourage colleges and departments to engage with industry partners;

(iii) Engaging business and industry technical leaders in the science and technology, engineering, and related curricula to align students preparation and training with industry needs; and

(iv) To utilize the potential of University Rural Technology Park.

3.3. Policy Issue

Guiding conduction and participation in conferences, symposia, scientific regional and international events.

3.3.1 Policy Statement

MUST shall host, mobilize and/or conduct academic conferences and symposia fruitful to the University as well as the nation and the international society.

3.3.2 Strategies

(i) The decision on a theme: The theme is expected to be more than just a rallying cry for all participants but guide for branding and promotion, from designing a logo to coming up with social media hashtags to printing related posters and brochures;

(ii) Planning of conference venue, accommodation, activities, catering, etc.

(iii) Develop a marketing strategy;

(iv) Securing sponsors; and

(v) Prepare a Budget Plan.

3.4. Policy Issue

Encouraging an innovative and collaborative culture.

3.4.1 Policy Statement

MUST shall build up a system to encourage innovation by creating a team at MUST and other institutions to work on commercialization beginning at the invention phase and by promoting unified development.

3.4.2 Strategies

(i) Collaborate in basic research projects to solve problems in industries;

(ii) Formulating large-scale and long-term innovation projects with consortiums;

(iii) Develop systems and technology for advanced measurement and analysis; and

(iv) Create a joint innovation strategy support programme.

3.5. Policy Issue

Strengthening the relationship between Alumni and the University.

3.5.1 Policy Statement

MUST shall be committed to ensuring that the relationship between the University and its alumni community is fulfilling, lifelong and active.

3.5.2 Strategies

(i) Establishment of chapters and networks, each with a volunteer committee responsible for organizing activities and events, and managed through the Directorate of Public Services and External Links;

(ii) Promoting the formation and activity of alumni chapters, online platform, networks and online registration portal;

(iii) Formally recognizing and acknowledging prominent alumni both domestically and internationally for their achievements within their field of study and beyond; and

(iv) Offering alumni members a range of privileges.

3.6. Policy Issue

Encourage University-industry collaboration to enhance students' hands-on activities.

3.6.1 Policy Statement

MUST shall involve a hands-on exercise, associating with other employers and real working atmosphere in industries/firms, where the understanding and familiarization is not easy to grasp during lectures.

3.6.2 Strategies

In enhancing the student's educational programme by providing supervised practical training that is related to the student's professional interests, the University shall:

(i) Equip students with off-campus training experiences complementing on-campus classroom education;

(ii) Develop student's interpersonal and communication skills with workers and community in the industry;

(iii) Allow students to obtain first-hand knowledge of career opportunities;

(iv) Expose and promote future graduate on their abilities and potentials; and

(v) Enable students to practice their knowledge and skills gained in University in related fields.

3.7. Policy Issue

Strengthening ties with the labour market.

3.7.1 Policy Statement

MUST shall gather information on existing and future skills need to support matching of training and jobs.

3.7.2 Strategies

To understand the nature of supply and demand for labour and skills, MUST shall gather the information about:

(i)   The changing sectoral and occupational structure of employment, changing skills needed of graduates, emerging industries, the business support needs of small businesses and innovation;

(ii) Demand for skills and labour within the labour market, that is largely based on employment data for graduates and surveys of employer needs about the programmes offered at MUST;

(iii) A report by professional institutions on the skills employees require from new graduates;

(iv) Views on employers' need from MUST programmes; and

(v)   Information on local employers gained by employer liaison staff in careers services, or through student placements.

3.8. Policy Issue

Benefits and Challenges of Community-Based Collaboration

3.8.1 Policy Statement

MUST shall recognize the benefits and risks associated with collaborations and partnerships. On selecting partners, the University shall work within available resources, manage risks, and identify synergies with the potential partners.

3.8.2 Strategies

For the approval of any proposal for collaboration or partnership, the following strategies should be met:

(i)   The activities of the proposed collaboration/partnership provide a close fit with the Vision, Mission and Strategic Plan of MUST;

(ii) The discipline or subject area of the proposed collaboration/partnership falls within MUST's current or developing areas of expertise;

(iii) The partner is in a position to contract legally with the MUST;

(iv) The partner institution has sufficient facilities to ensure that appropriate arrangements for student support are in place, broadly equivalent to those provided at MUST; and

(v)   In selecting a partner institution, MUST will look for the following:

(a) Qualifications and experience of staff;

(b) Ethical research standards (for research related collaborations);

(c) Organizational, management and quality assurance system; and

(d) Academic support and guidance and provision for fulfilling students' wider educational needs (for academic institutions).

CHAPTER FOUR
POLICY COMMUNICATION AND IMPLEMENTATION

4.1. Introduction

This part presents the organizational structure, composition of the Committee, roles of the Committee, and stakeholders.

4.2. Organizational Structure

The MUST External Links shall be headed by the Director of Public Services and External Links. The Director shall be assisted by two Heads of Departments responsible for External Links Department and Industrial Linkage and Labour Market Department. The Director shall be appointed by the Council from among the academic staff as stipulated in the University Charter.
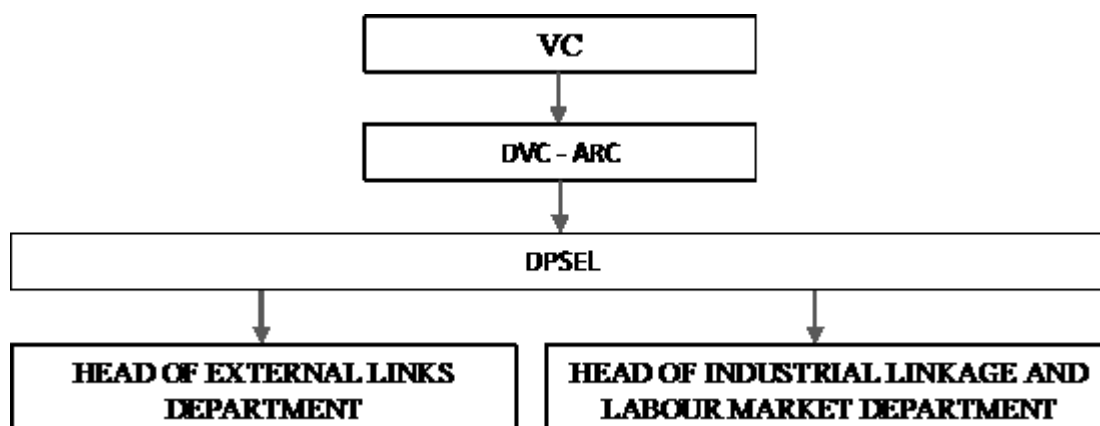
Figure 1: The Organisational Structure of MUST External Links.

The responsibility for Public Services and External Links management at the three levels in the University shall be as follows:

(i) University Level

There shall be a Directorate of Public Services and External Links (DPSEL) in the University structure. The PSELC shall be a delegate Committee of the Senate.

(ii) College Level

Each College shall have Public Services and External Links Coordinator.

(iii) Department Level

Each Department shall have External Links Coordinator.

4.3. Composition of the Committee

The PSELC shall be a Senate Committee and shall be responsible for external links matters among other issues as they relate to all aspects of University functions.

4.3.1. Membership of the University Public Services and External Links Committee

Membership of the PSELC 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 PSEL who shall be the Secretary;

d. Directors, Principals and Deans;

e. One member representing MUSTASA;

f. Two members, one from the Government and one from the Private sector to be recommended by DVC ARC; and

g. The PSELC Chairperson may co-opt any member when the need arises

4.4. Functions of the Committee

The functions of PSEL Committee concerning External Links, include:

i. Advise the Senate on matters pertaining to external links activities at the University;

ii. Formulate policy and oversees external links issues at MUST;

iii. Oversee the implementation of the external links Policy;

iv. Promote external links culture at the University;

v. Provide external links inputs to the University at all levels;

vi. Monitor external links standards and practices;

vii. Attend specific directives as required from time to time by the Council regarding external links issues;

viii. Approve external links activities to be undertaken throughout the year;

ix. Review continuously the policy of external links to be responsive to changes in the academic environment;

x. Spearhead the designing and developing of external links proposals in the University to be forwarded to the Government and donor partners for support; and

xi. Receive report from external links Sub-committees.

4.5. College Board

The College Board shall be comprised of the PSEL Coordinator responsible for organizing External Links matters in the College in conformity with the University's External Links framework. All College External Links matters shall be reported to the Director of Public Services and External Links.

4.6. General Departmental Meeting

The Departmental Meeting shall be comprised with the External Links (EL) Coordinator responsible for organizing external links matters in the department in conformity with the University's external links framework. All departmental external links matters shall be reported to the respective college board.

4.6.1. Functions of PSEL Director

The PSEL Director shall:

(i) Be the responsible person for all matters pertaining to external links;

(ii) Supervise and assign duties to EL's Head of Departments;

(iii) Be responsible to the PSEL Committee for the implementation of the decisions of the Committee;

(iv) Be the Secretary of PSEL Committee;

(v) Be the advisor of and assistant to the Deputy Vice-Chancellor Academic Research and Consultancy in respect of such matters of the University External Links as may be prescribed;

(vi) Ensure through annual external links reports that the external links practice and conduct within Colleges meet the community needs and standards of the University;

(vii) Market the University's corporate image to both the internal and external publics;

(viii) Conduct market intelligence by using internal and external assessment data and information to identify new strategic issues/areas requiring action and specific innovations in these areas;

(ix) Ensure policy and guidelines for external links are adhered to;

(x) Mobilize and solicit resources from external sources to support the implementation of external links activities;

(xi) Attend to specific recommendations as required by the Senate from time to time on external links matters;

(xii) Spearhead reviews of the University external links Policy;

(xiii) Represent MUST at National, Regional and International forum on external linkage matters;

(xiv) Oversee University's participation in various exhibitions; and

(xv) Perform any other duty which may be assigned by higher authority from time to time.

4.6.2. Functions of Head of External Links Department

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

(i) Advise the Director concerning all issues about External Linkages;

(ii) Initiate new international cooperation and Institute internationalization strategies as well as strengthening already existing ones;

(iii) Hosts symposia and scholarly events designed to bring together the academia to share their experiences in engaging with external constituencies;

(iv) Conduct graduate tracer studies and job market surveys.

(v) Establish and maintain professional, academic and research networks nationally, regionally and internationally;

(vi) Solicit resources from external sources to support the implementation of outreach activities;

(vii) Liaise with the Directorate of Postgraduate Studies, Research and Publications to organize and conduct conference services, and symposia at the University;

(viii) Establish exchange projects and programmes, joint ventures emanating from national and international linkages;

(ix) Establish international contacts for students and staff and link them with organizations for collaboration in Outreach services;

(x) Coordinate admission of International Students; and

(xi) Perform any other duty as may be assigned by higher authority.

4.6.3. Functions of Head of Industrial Linkage and Labour Market Department

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

(i) Advise the Director about all issues about Industrial Linkage and Labour Market;

(ii) Co-ordinate conduct of Industrial linkage for students;

(iii) Implement a participatory guideline review for Industrial Linkages and Labour Market;

(iv) Maintain a database of Students' Industrial Practical Training;

(v) Handle all matters related to fieldwork and students research programmes;

(vi) Co-ordinate conduct of Labour Market for graduates;

(vii) Handle students and academic staff complaints related to Labour Markets and Industrial Linkages;

(viii) Liaise with partners in supervision for the co-ordination of Labour Markets for Industrial Linkages; and

(ix) Perform any other duty as may be assigned by higher authority.

4.7. Financing External Links Activities

External Links (EL) matters shall be funded as follows:

i. The University shall integrate the functions and activities of EL in its annual plans and budgets; and

ii. The Directorate of Public Services and External Links shall develop proposals to attract funding for EL activities from other sources outside the University's Annual Budgets.

4.8 Governance

As introduced in Section 4.2, the implementation of the MUST External Links Policy is institutionalized within the organizational structure of the University. Directorate of Public Services and External Links oversees the implementation of the Policy through coordination of EL 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. PSEL Directorate shall, therefore, translate the policy into implementable programmes, formulate policy guidelines and regulations, and play a leading role in its implementation.

The PSEL Committee shall report EL matters to the University Senate for approval, and where necessary, for onward transmission to the University Council. EL participatory organs are shown in figure 2.
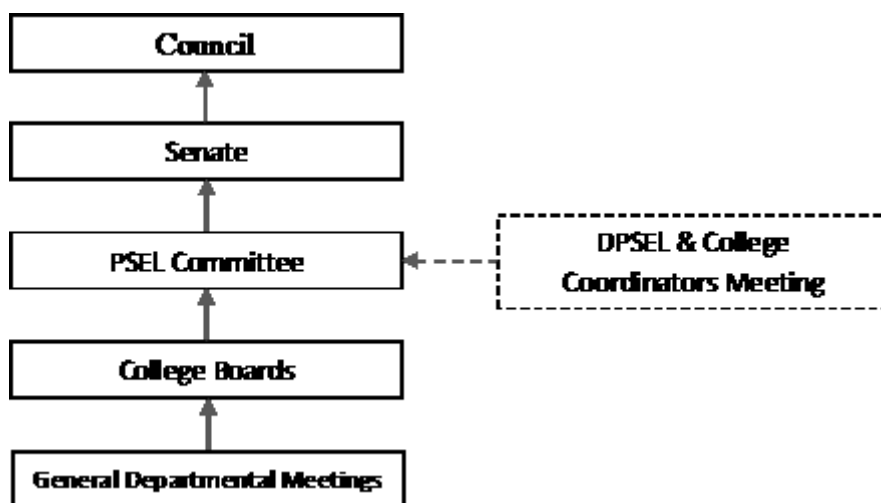
Figure 2: External Links Organogram.

4.9 Operations

The operations of PSELC shall be as follows:

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

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

    (iii)   The Directorate of Public Services and External Links secretariat shall prepare Agenda and write Minutes of PSELC meetings; and

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

4.10 Tenure of Committee Membership

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

4.11 Roles and Responsibilities in External Links

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

4.11.1 Roles and Responsibilities of Staff

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

(i) Participate in seeking collaborations, partnerships and linkages;

(ii) Be professional in the conduct of external links duties; and

(iii) Protect the interest of the University.

4.11.2 Roles and Responsibilities of the College PSEL Coordinator

The College Coordinator shall;

(i) Liaise with the Principal and the Director of PSEL on matters about the respective External Links issues;

(ii) Coordinate the implementation of strategic plans for External Links issues for the respective College;

(iii) In collaboration with the Heads of Departments receive, review and recommend External Links matters to the Directorate of PSEL;

(iv) Present progress report on external links activities in the respective College Meeting;

(v) Serve as the Secretary of the respective CEL Committee; and

(vi) Perform any other external links duty as may be assigned by supervisor.

4.11.3 Roles and Responsibilities of Departmental EL Coordinator

The Departmental EL Coordinator shall:

(i) Report and advise the Head of Department on External Links issues;

(ii) Liaise with the College Coordinator concerning respective departmental External Links issues;

(iii) Coordinate the implementation of strategic plans for all External Links activities for the respective Department;

(iv) Encourage and mobilize the External Links activities within the respective Department;

(v) Provide feedback on dormant collaborations and the way of improving it;

(vi) Keep records of all academic-related External Links activities at the Department;

(vii) Ensure policies and guidelines for External Links activities are adhered to and followed;

(viii) Liaise with Head of External Links Department about respective External Links Issues in his/her department;

(ix) Prepare the departmental External Links activities report for the PSEL departmental committee;

(x) Assist Head of Department to handle all matters related to fieldwork and students research programmes;

(xi) Handle students and academic staff challenges related to Labour Markets and Industrial Linkages in the respective department; and

(xii) Perform other External Links duty which may be assigned by the higher authorities.

CHAPTER FIVE
IMPLEMENTATION MONITORING AND EVALUATION

5.1   Introduction

This chapter focuses on the mechanism for the monitoring and evaluation of External Links Policy in order to assess the performance of the implementation of strategies and achiviements of the policy goal 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. The University through DPSEL will support Monitoring and Evaluation exercises. DPSEL will work together with other actors in the Monitoring and Evaluation of policy activities in their respective areas.   In consultation with the implementing actors, the Directorate will develop guidelines and indicators to be used for Monitoring and Evaluation of the policy and related programmes. Also, all actors involved in the implementation of the policy will be responsible for Monitoring and Evaluation of policy activities falling within their jurisdiction. 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.

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.

5.2   Evaluation Report

Evaluation of MUST External Links Policy will be done after every three years 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

The External Links Policy review process will begin at the University external links 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 PSEL Committee. Following the discussions of the PSEL 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 external links activities. It shall be reviewed at least every three years or more frequently if the need arises. Possible reasons for reviewing the policy can be attributed to the changing University environment, market forces, or any other reason.

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LIST OF BENCHMARKED INSTITUTIONS

Arusha Technical College (ATC)

Dar es Salaam Institute of Technology (DIT)

Kisii University

Moi University

Mzumbe University

 Sokoine University of Agriculture (SUA)

The Catholic University of Eastern Africa (CUEA)

Uganda Business and Technical Examinations Board

University of Dar es Salaam (UDSM)

University of Dodoma (UDOM)

University of Nairobi

Universiti Sains Islam Malaysia (USIM)