



**MZUMBE UNIVERSITY
(CHUO KIKUU MZUMBE)**

MZUMBE UNIVERSITY ANTI-CORRUPTION STRATEGY

(Made under Para 20 (2) (k) of the First Schedule to the Mzumbe University Charter, 2007)

(Approved by the University Council on 26th June, 2020)

PREFACE

The Anti-Corruption Strategy of Mzumbe University (MU) has been prepared in order to implements the Prevention and Combating of Corruption Act of 2007, the National Anti-corruption strategic Plan III (NACSAP III 2017-2022) and Strategic Objective E2 of the MU 4th CSP 2017/2018-2021/2022, which deals with national agenda, including the war against corruption. The Strategy provides a frame work for ensuring a corruption free service delivery at Mzumbe university. In this Endeavour, it is not worthy that MU is propelled by its mandate, mission, vision, core values and strategic objectives contained in the MU 4th Corporate Strategic Plan (2017/18-2021/22). These Endeavour's and aspirations can only be achieved in an environment where there is integrity, ethics, transparency and a culture of zero-tolerance to bribery and corruption practices.

The benefits of the Anti-Corruption Strategy are many. All MU stakeholders beneficiaries through efficient and quality services; improved infrastructure; fairness, justice and equity; respect for the Rule of Law and improved personal safety. To achieve the status of a corruption-free University requires each individual member of the University to start fighting corruption before that fight goes to clients and other stakeholders. This is due to the fact that change should start within the University first, thereafter it can be possible to ask others to join the fight against corruption. Corruption should be recognized as a public enemy. Through such recognition, it will be possible to bestow positive service delivery to MU stakeholders. This Anti-Corruption Strategy applies to the MU Council, Management all members of staff whether permanent or temporary, students, all agents, contractors, consultants and intermediaries. The MU Management is committed to the implementation of the Anti-Corruption Strategy. It is for this reason that the Integrity Committee was established in May 2018. The Anti-Corruption Strategy will be implemented through allocation of resources for training, sensitization, and establishment of corruption prevention mechanisms in every department and section, and provision of avenues for reporting corruption incidences within the University. This Strategy sets out the University's commitment to prevent bribery and corruption in all of its service delivery departments and the Manner in which the University will manage ,monitor and evaluate its activities to ensure compliance with the Prevention and Combating of Corruption Act of 2007, NACSAPIII and MU 4th CSP.

The University seeks to contribute to the nation by creating and generation of graduates who are against corruption. It aims at ensuring that those who work and study at the University are fully aware that corruption is unacceptable.

In order to achieve the above objective, adequate measures must be set in place including the formulation and implementation of an appropriate Anti-Corruption Strategy. The production of MU's quality and competitive products greatly implies quality training and committed teamwork in implementing among others the MU Anti-Corruption Strategy that best fits the clients' needs and satisfactions on the services delivered by the University. All MU staff are obliged to effectively implement this Strategy in order to maintain integrity, transparency, fairness, justice and equity, respect for the Rule of Law towards quality training, research and advisory services to our esteemed clients. The University Council, the Vice Chancellor, Deputy Vice Chancellors, Principals, Deans, Directors and Heads of all Departments/ Units shall demonstrate total commitment to full compliance with the provisions of the Prevention and Combating of Corruption Act of 2007, and the University's Anti-Corruption Strategy confirms this commitment. No form of corruption will be tolerated by the University Administration. This commitment under pinned by the University core values, which include among others transparency, accountability, integrity and diligence.

Prof. Lughano Kusiluka



Vice Chancellor
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ABBREVIATIONS AND ACRONYMS

| | |
|----------|--|
| ACS: | Anti-Corruption Strategy |
| BEM: | Buildings and Estates Manager |
| CSP: | Corporate Strategic Plan |
| DBE: | Directorate of Buildings and Estates |
| DVC A: | Deputy Vice Chancellor, Academic |
| DVC A-F: | Deputy Vice Chancellor, Finance and Administration |
| HOD: | Head of Department |
| MOEST: | Ministry of Education, Science and Technology |
| MUSO: | Mzumbe University Students' Organisation |
| MU: | Mzumbe University |
| NACTE: | National Accreditation Council for Technical Education |
| NGOs: | Non-Governmental Organizations |
| UNDP: | United Nations Development Programme |
| ICT: | Information and Communication Technology |
| TCU: | Tanzania Commission for Universities |
| URT: | United Republic of Tanzania |
| NACSAP: | National Anti-Corruption Strategy and Action Plan |

GLOSSARY

Anti-corruption

Anti-Corruption is a deliberate move developed by the Institute to fight against corruption. It is an initiative to raise community awareness to effectively fight corruption.

Anti-corruption strategies

Anti-corruption strategies are efforts to prevent and combat corruption in government institutions; in this regard they include removal of corruption elements in all units of the institution. The Anti-corruption strategies involve document sets out an anti-corruption programme and activities covering all sectors and dealing with key elements of prevention, enforcement, raising public awareness and institution building.

Bribery: Money or favour given or promised in order to influence the judgment or conduct of a person in position of trust. Bribes can come in many forms and are not limited simply to acceptance of cash by an individual. Personal gifts, hospitality and entertainment can be bribes if they are intended to influence institute's decision-making. Examples of bribery include the use of institute's funds, in the form of payments or gifts and hospitality for any unlawful, unethical or improper purpose. Authorisation of, making, tolerating or encouraging, or inviting or accepting, any improper payments in order to obtain retain or improve business. Offering or giving anything of value to a public official (or their representative) to induce or reward them for acting improperly in the course of their public responsibilities. Offering or accepting gifts or hospitality, where this might impair objective judgment,improperly influence a decision or create a sense of obligation, or if there is a risk, it could be misconstrued or misinterpreted.

Corruption: Corruption is a dishonest, fraudulent or criminal activity done by organization or a person entrusted with authority especially by those in power (such as government officials). It is depravity, or inducement to wrong by improper or unlawful means including bribery.

Facilitation or“ grease” payments: These are payments demanded by officials to secure or expedite the performance of their normal duties (for example, allowing something uncommon).This is the way in which business proceeds in some jurisdictions, but the making of such payments, regard less of how small, is an offence.

Work Ethics: Work ethics include not only how one feels about his/her job, career or vocation, but also how one does his/her job or responsibilities. This involves attitude, behaviour, respect, communication, and interaction; how one gets along with others. Work ethics demonstrate many things about whom and how a person is.

MU staff: All people who are employees and work for MU.

MU Client/Customer: someone who pays for services or advice from a professional person or organization. In the case of MU, clients include students that study at MU, Employers, Government Authorities, Ministries and individuals who receive services from MU.

CHAPTER ONE INTRODUCTION

1.1 (a) Background of Mzumbe University

Mzumbe University is a public University owned by the Government of the United Republic of Tanzania and it operates under the Ministry of Education, Science and Technology (MOEST). The core functions of MU are teaching, research, consultancy and outreach. As a training institution, Mzumbe University started in 1953 as a Local Government School for training chiefs, native authority staff and councillors. In 1972, it was transformed into the Institute of Development Management (IDM) and later in 2001 into a fully-fledged University after enactment of the Mzumbe University Act No. 21 of 2001. The latter was repealed by the Universities Act No. 7 of 2005, which is an umbrella act, providing for and regulating University education in Tanzania. In line with the provisions of the Universities Act, Mzumbe University was granted its Charter in 2007. Currently, the University has three campuses, namely, the Main Campus located at Mzumbe area in Morogoro Region, Dar es Salaam Campus College located in Upanga area in the Dar es Salaam City and Mbeya Campus College located in the Forest area of Mbeya City off the Dar es Salaam–Lusaka Highway.

1.1(b) Background of Anti-corruption initiatives in Tanzania

The war against corruption in Tanzania is one of the national agenda. Towards that end there have been several efforts including National Anti-Corruption Strategy and Action Plan (NACSAP I, II & III). In 1966, the URT established the Permanent Commission of Inquiry to fight maladministration and corruption generally. In 1975, the Prevention of Corruption Bureau was established to specifically deal with corruption under the Prevention of Corruption Act, 1971 (Act No. 16 of 1971). This was followed by the establishment of Public Leaders Ethics Committee, established under the Committee for the Enforcement of Leadership Code Act, 1973 (Act No.6 of 1973). In 1984 the Economic and Organized Crimes Control Act, 1984 (Act No. 13 of 1984) was enacted. Under this Act corrupt practices were made economic crimes. After the General Election in 1995, the Public Leaders Ethics Act, 1995 (Act No. 13 of 1995) was enacted. Along that, the Presidential Commission of Inquiry on Anti-Corruption (PCIAC) (Judge Warioba's Commission) was launched. Despite all these initiatives corruption increased in all affairs. The government therefore decided to develop national anti-corruption strategic plan which has evolved from NACSAP I to III.

The NACSAP I had four objectives: (i) to enact broad legislation to deal with corruption issues; (ii) to identify area that are prone to corruption in the government; (iii) to identify strategies, legal and administrative system that may assist to prevent and combat corruption; (iv) to forge cooperation between government and private sector, academic institutions, workers union, and religious institutions in the fight against corruption. Under NACSAP I the priority areas were the Rule of Law, discipline on public expenditure, public procurement, public education on corruption, accountability, and mass media to uncover all the corrupt practices.

In 2006, NACSAP II was launched with four basic principles to guide its implementation. First, prevention recognised that to reduce opportunities for corruption government program and procedures should be simplified, demystified, depersonalised, made transparent and publicised through public awareness campaigns that officials were paid a living wage and monitored. Second, it emphasized on the need for stringent enforcement of the Rule of Law and for building capacity of responsible institutions to investigate and prosecute cases of corruption. Third, principle of public awareness stressed on the need for public education on the ill effect of corruption channel for registering complaints and citizen responsibility to report corrupt officials. And finally, the NACSAP states the needs for institution building for the key law enforcement on oversight institutions (URT, 2008).

The review was done in 2012/2013 and the NACSAP III (2017-2022) came into existence. The main anti-corruption laws in Tanzania are: The Prevention and Combating of Corruption Act, 2007, the Prevention and Combating Corruption Regulations, 2009 [G.N. No. 300 OF 21/8/2009], the Public Procurement Act, 2011, the Public Finance Act, 2004, the Anti-Money Laundering Act, 2006 (Act No 12 of 2006), the Economic and Organized Crimes Control Act, 1984, Proceeds of Crimes Act, Cap. 256 [R.E. 2002] and Election Expenses Act Cap. 343 R.E. 2002.

The successful implementation of the NACSAP III at MU depends on its customization into University's specific functions. MU being one of the national higher learning institutions is obliged to address corruption in its activities. Therefore, the Anti-corruption strategy provides the vision of MU in dealing with corrupt practices that are likely to take place in the University's main functions. The MU's effort to fight corruption is evident in its 4th CSP which guide implementation of the University's activities. For instance, in 2007, the University established Quality Assurance Unit, which was later upgraded to the directorate and renamed the Directorate of Quality Assurance (DQA). The DQA has been foreseeing quality related issue including anti-corruption. The MU Students were also encouraged to form anti-corruption clubs to position

spirit of anti-corruption feelings among students who are future leaders of Tanzania. Thus, on 30th May 2018 the MU Students Anti-corruption Club was established. Another initiative included the establishment of Ethics/Integrity Committee in May 2018.

1.2 Purpose and Rationale of the Strategy

MU is determined to perform its core functions of training, research and consultancy in accordance with the law and in ethical manner. The University will not tolerate acts of bribery or corruption by staff or its associates within and outside the country. Also, the University remains bound by the United Republic of Tanzania laws, including the Prevention and Combating of Corruption Act of 2007 in respect of its conduct both at home and abroad.

This strategy document, describes MU in terms of its governance, core functions, resources, support services and its activities in general from the perspective of continuous bribery and corruption free service delivery. The strategy therefore, intimates that at all times MU has to have in place, well-articulated and widely understood effects of bribery and corruption and means of preventions in all service provision sections. Thus, MU anti-corruption strategy has been designed in order to address the objectives as shown herein below.

Mzumbe University, like other public institutions in Tanzania, did not have ACS. However, it has been using Strategic Plans as a tool for guiding the operations of the University in the short, medium and long-term perspectives. This Plan offers guidance in resource mobilization, allocation and efficient ways of utilization, henceforth the preparation of annual budgets and Medium-Term Expenditure Framework (MTEF). It also provides a broad direction which the University has to pursue in the next five years (2017/2018 – 2021/2022) in achieving its mission and vision. KR 10, E2 of the 4th MU CSP focuses on National Agenda i.e. combating corruption. This is in line with the NACSAP III, which requires each government institution to develop its own Anti-corruption strategy. This strategy is developed as part of NACSAP implementation.

The ACS is also implementing the 4th Mzumbe University Corporate Strategic Plan which specifically promulgates the University vision, mission, core values, mandate, objectives, strategies, targets, key performance indicators and expected outcomes. It is a tool for both internal and external stakeholders to track the performance and make informed decisions about Mzumbe University with respect to its Anti-Corruption strategic direction. It is through the ACS that the performance of Mzumbe University will be measured. The ACS gives the framework to work and clarify what the University is striving to achieve and the approach to pursue its goals in respect of anti-corruption as intimated in the *Mzumbe University 4th Corporate Strategic Plan 2017/2018 – 2021/2022*.

The University management as well as internal and external stakeholders are hereto informed on anti-corruption strategic direction of the University in order to make informed decisions and choices. The ACS further provides a roadmap of where the University intends to go and how it can achieve its anti-corruption ambitions. It is anticipated that the implementation of this strategy will enable the University to achieve its mission and vision as well as contribute to the attainment of national development aspirations transforming Tanzania into an industrialized and middle-income country.

1.3 Philosophy, Vision, Mission and Guiding Principles/Core Values

1.3.1 Philosophy

“TUJIFUNZE KWA MAENDELEO YA WATU”

1.3.2 Vision Statement

Mzumbe University *aims to be a centre of excellence in training, research, consultancy and outreach services in management and allied sciences for socio-economic development of the people by 2025.*

1.3.3 Mission Statement

The mission of the University is *to provide opportunities for acquisition, development, preservation and dissemination of knowledge and skills through training, research, technical and professional services.* The Plan has 10 strategic objectives that aim at contributing towards the realization of the University vision and mission and national and regional goals in the next five years. The objectives are as follows:

1. To improve access and quality of Mzumbe University training programmes.
2. To enhance collaboration and partnership between the University and other national, regional and international institutions.
3. To enhance institutional image, communication and branding.
4. To enhance and coordinate research and innovation for socio-economic growth and industrialization.
5. To enhance financial capability, efficiency and sustainability.
6. To enhance the quality of information and communication technology services offered and promote utilization of ICT in all strategic functions.
7. To improve working environment for efficient and effective delivery of services.

8. To mainstream crosscutting issues in all Mzumbe University operations.
9. To improve health services and reduce HIV/AIDS infections.
10. To effectively implement, enhance and sustain the Anti-Corruption Strategy.

1.3.4 Core Values

The building of a cohesive and binding organizational culture is a fundamental pre-requisite for the sustainable development of the University. The following are the core values, which guide the Mzumbe University's organizational culture.

- (i) **Transparency:** Being transparent in all our work, dealings, and stand ready for public scrutiny.
- (ii) **Accountability:** Being accountable to our stakeholders and to the community for the mandate and responsibilities bestowed upon us.
- (iii) **Creativity and innovativeness** Always curious and striving to reach out and embrace new technologies and innovative methods of doing our work and contributing to socio-economic development
- (iv) **Integrity:** Being exemplary in our behavior and acting with honesty and impartiality in all our transactions.
- (v) **Team work:** Working at all times as a team
- (vi) **Diligence:** Being meticulous and thorough in whatever we do.
- (vii) **Respect for others:** We always respect personal opinion and academic freedom
- (viii) **Responsiveness to society needs:** We strive to continuously respond to current and future needs of the society.

1.3. Anti-corruption Strategy Development Process

The preparation of this ACS has been participatory, drawing information from various sources including Campus Colleges, Schools, Faculties Directorates' and Institute. Information was also drawn from Strategic Plans, MU Charter of 2007, Universities Act, Act. No.7 of 2005, The Prevention and Combating of Corruption Act, 2007, Public Procurement Act, of 2011, Anti-Money Laundering Act, of 2006, the Public Finance Act, Act No.6 of 2001, the Budgets Act, CAP 439 of 2015, the Economic and Organized Crimes Control Act, Act No. 13 of 1984, the Public Services Act, Act No. 8 of 2002, the Public Services Regulations, G.N. 168 of 2003, the Code of Ethics and Conduct for the Public Service, NACSAP III, the MU 4th Corporate Strategic Plan, MU self-assessment report of 2017, and stakeholders' views. References were also made to the Ministry of Education, Science and Technology Strategic Plan (2016/2017 -

2020/2021), Science and Technology Sub-Master Plan (2003-2018), Higher and Technical Education Sub-Master Plan (2003-2018), National Strategy for Growth and Reduction of Poverty II (MKUKUTA II), Ruling Party Election Manifesto (Ilani ya Uchaguzi ya Chama cha Mapinduzi, 2015), National Five Year Development Plan (2016/2017 – 2020/2021), Medium Term Strategic Planning and Budgeting Manual, Tanzania Development Vision 2025 (Vision 2025) as well as other relevant Government and sectorial policies. The Plan is also informed by the continental aspirations as stipulated in African Union’s Agenda 2063 and the Sustainable Development Goals (SDGs).

1.4. Layout and Structure of the Anti-corruption Strategy

This Anti-corruption Strategy is structured in Six Chapters. Chapter One introduces the MU AC Strategy which include the background of MU, its linkage with the National Anti-Corruption Strategic Plan, the MU ACS development process, purpose and rationale, layout and the structure, the mandate and the objects of the University, mission and vision and core values of MU. Chapter two focuses on the Strategy itself, which outlines the objectives, and strategies. Chapter three contains context and implementation strategies, chapter four deals with implementation (including institutional framework) and results framework, chapter five covers monitoring and evaluation and chapter six presents the action plan.

CHAPTER TWO

ANTI-CORRUPTION STRATEGY AND ACTION PLAN OBJECTIVES

2.1 Mzumbe University Anti-corruption Strategy and Action Plan Objectives

To achieve its strategic objectives, vision and mission, Mzumbe University shall ensure that, at all times it has in place, well stipulated and widely understood criteria for judging performance standards in all its core functions and mission. Besides the University seeks through its corruption strategy and action plan and associated procedures assure the community that, there shall be corruption free service delivery.

2.2.1 General Objective

The main objective of this Strategy and Action Plan is to set out the University's and the staffs' responsibilities in observing and upholding anti-corruption measures, setting the University's position on corruption as well as providing information and guidance to Mzumbe University clients and staff on how to recognize and deal with corruption issues.

2.2.2 Specific Objectives

Specifically, the Strategy and Action Plan aims to achieve the following objectives:

- (i) To set out clear University's position on corruption and anti-corruption measures
- (ii) To ensure fairness in both academic and non-academic service delivery
- (iii) To improve customer care and value for money for the rendered services.
- (iv) To discourage all forms of corruption in all service delivery at the University
- (v) To enhance customer satisfaction and value for money for the rendered services.

2.3 Strategies

In order to achieve the objectives the Anti-corruption Strategy and Action Plan, the following strategies will be employed

- i. To align anti- corruption strategy with MU Corporate Strategic Plan 2017-2022 To align MU Anti-Corruption Strategy with National Anti-corruption Strategy 2017.
- ii. To integrate accountability mechanisms in the course of implementation of anti-corruption policy in any newly established policies, programmes, plans and functions
- iii. To encourage students to form anti-corruption clubs that will have the role of mobilising their fellow students towards anti-corruption activities
- iv. To establish MU integrity committee

- v. Ensure that all academic programmes at MU integrate anti-corruption topic in their curriculums
- vi. To Institute mechanisms that would provide anti-corruption budgeting approach at MU.

CHAPTER THREE

CONTEXTS AND IMPLEMENTATION STRATEGIES

3.1 Potential Corrupt Practices Risks at MU

According to questionnaires supplied to students and staff and interviews conducted in the three campuses (MU Main Campus, MCC and DCC) potential corrupt practice risks at MU are (1) Sexual corruption (2) Monetary and (3) Nepotism. From these questionnaires, the sexual corruption was highly ranked as the main corrupt practice risk at the university followed by monetary and the last but not least was nepotism. The survey shows that from students, these corrupt practices could be experienced in academic issues, accommodation, health services and from security guards. For staff, these corrupt practices potential risks could happen in promotion, housing and recruitment issues.

The subsection below highlights some examples of corrupt practice risks identified during the survey. The most likely areas that corrupt practice risks could happen include in academic activities especially in administering of tests, assignments, examinations and research supervision. It was thought that lecturers could use their position to lure students for marks in return for sexual favours or money. These sexual favours in return for certain privileges could happen particularly to academically weak or lazy students.

Accommodation was another area with risk of monetary corruption. Scarcity of accommodation services especially on campus attracts monetary corruption especially where most students prefer campus accommodation to off campus. The presence of few rooms compared to the number of students requiring on campus accommodation puts the section in high risks of falling into bribes. Security services have also been reported to be at the risk of corrupt practices. The survey also found that, security guards could be at the risk of bribery involving students who are caught committing or suspected of committing an offence.

According to the survey, and as for staff, the reported corrupt practice risks may also include Human Resource section where officials may be involved in corrupt practice risks particularly during promotion and suggestion for financing staff for further studies. Based on the nature of the functions of the Human Resources section, the survey finds that the officers may fall into corrupt practice risks of nepotism and favouritism.

The statistics regarding respondents who completed questionnaires and those who participated in interview sessions stand as follows: out of 300 students who participated in the survey, 55 % were female and 45% were male. As for staff, 70 participated in the survey.

Tanzania has anti-corruption laws that ought to be implemented by public and private institutions including MU. To implement the same requires a strategy. Before the initiative to develop this strategy, corrupt practice risks existed at MU. In recognizing that at MU there are potential corrupt practice risks, the management appointed Integrity Committee in 2018. The University is also developing the anti-corruption strategy, which will be one of the working tools for the Integrity Committee. As part of the fight against corruption, in 2018 MU students launched their Anti-corruption club. Several trainings have been conducted on ethics and integrity. Management, staff and students focused seminars and campaigns have been conducted to raise awareness of the war against corruption.

3.2 Students Enrolment

3.2.1 Context

Students are the main stakeholders and make the heart of the University. Together with their importance, students enrolment is an area in which different forms of corruption practices can easily occur. For instance, there is increasing incidences of forging academic certificates, forging of testimonials relevant for students to be admitted to the University and enrolling students who have not met the set criteria by the admission books.

3.2.2 Implementation strategies

- (i) MU should ensure that the admission guidelines are set, complied with TCU guidelines, published and observed
- (ii) MU should ensure that the process of admission and registration is transparent
- (ii) Mu should strive at automating the admission process
- (iv) MU should prescribe stringent penalties for contravention of admission guidelines

3.3 Students accommodation

3.3.1 Context

The enrolment of students at MU has been increasing over time leading to more challenges related to accommodation. The increasing demand for accommodation has been calling for special priority to be given to first year students as well as students with disabilities. This has led to increasing incidences of corruption especially to some officers responsible with university accommodation. Implementation strategies

- (i) MU management shall strive to build more hostels that will accommodate many students
- (ii) MU management shall request grants from the government for building students hostel at Mahekani
- (iii) Accommodation fee should be paid through banks and banking slips issued to the university
- (iv) Customer care should be highly observed in service delivery

3.4 Tuition fees

Tuition fees is substantial for university's day to day operations. All students admitted to pursue studies at MU should clear their fees before commencement of the academic semesters. Given the fact that there could be some students who fail to comply with this directive, there is a likelihood of occurrence of corruption practices, as some financial officers of the university may issue receipts to students who have not paid tuition fee to help them continue with studies.

3.4.1 Implementation strategies

- (i) Ensure all students are paying their tuition fees as per the guidelines
- (ii) Students should present original deposit slip to finance officers of the university
- (iii) Students who have cleared their tuition fees should be given IDs
- (iv) Regular verifications for students who have not cleared their tuition fees should be made by the admission officers and lead lecturers

3.5 Examinations

3.5.1 Context

Examinations Office is one of the most important Units of the University. If the unit is not well guarded against corruption practices, it could result in leakage of examinations for financial gain or other benefits. There are potentially many corruption loopholes in the Examinations unit including lecturers who sets examinations, examiners and invigilators by virtue of the fact that are involved in the core examination activities at the university. The corruption practices may include non-adherence to the Assessment Rules as provided for by Students Examination and Assessment By-Laws. For example failure to observe the Examination rules on issuing tests and assignment, and lack of examination moderation, inadequate coverage of topics and curriculum, and leakage of examination.

3.5.2 Implementation strategies

- (i) Setting of examinations be made confidential

- (ii) Ensuring that examination rules and regulations are adhered to
- (iii) Examination Officers for schools, faculties and institute should be vetted
- (iv) Ensuring that examinations officers of high integrity are vetted and deployed in the Examination section
- (v) Appropriate identification of examiners for moderation, processing, proof-reading, invigilation and administering examinations.
- (vi) Tracking any leakages of university's examination
- (vii) Issuing of examination IDs to MU bonafide students
- (viii) Ensure that university's examinations are fairly marked and coursework are fairly distributed

3.6 Students' Stipend

3.6.1 Context

Stipends that the students receive from HESLB through the Finance Department of the university normally do not reach the students on time hence creates loopholes for corruption. As the result students spend most of their time making follow up of their stipends instead of concentrating on studies. Here the corruption practice may subsume the tendencies of University Loan Officers who may request some money from the loan beneficiaries to process their stipends.

3.6.2 Implementation Strategies

- (i) Making a thorough follow up of students stipends from HESLB on time
- (ii) Ensuring all students receive their stipend before commencement of the semester
- (iii) Establishing students help desk regarding stipends from HESLB
- (iv) Establishing a direct link between MUSO and the University Students Loans Section in order to sort out critical issues regarding stipends

3.7 Research and Publications

3.7.1 Context

The Directorate of Research, Publication and Postgraduate Studies is one of the corruption-risk areas owing to its responsibility in scrutinizing published articles deemed for publication awards as well as facilitation of publication of the Uongozi Journal. Publication of Uongozi Journal is done twice a year but there are claims from the prospective authors who have had submitted their papers that the journal does not comply with the accepted schedule of biannual publications. This triggers corruption especially if the author needs his/her paper to get

published timely.

3.7.2 Implementation strategies

- (i) Receiving Manuscripts for publication upon meeting all the requirements of the Journal.
- (ii) Publication of papers be made in accordance to accepted schedule.
- (iii) Meticulous peer review process should be done to all submitted articles.
- (iv) Transparency in scrutinizing the articles deemed for publication awards by academic staffs.

3.8 Cosultancy Services Provision

3.8.1 Context

Consultancy is one of the core functions of the university. Directorate External Linkages and Community Engagements (DELCE) is responsible for among other things dealing with consultancy and out reach services. Some of the possible corrupt risks at the DELCE includes uncollected revenue from consultancy work, awarding consultancy works directed to the directory to specific individuals despite the fact that they are not experts in the area for the call of consultancy, poor representation of certain units and departments in consultancy panel and unnecessary delays in remitting consultancy fees to consultants accounts based on unclear administration procedures.

3.8.2 Implementation strategies

- i) Strengthening the Directorate of External Linkages and Community Engagement (DELCE)
- ii) Introduce regular training to enable consultants share experience in executing different consultancy activities.
- iii) Improving the payment systems for reimbursable costs paid direct to consultants

3.9 Finance Services

3.9.1 Context

The Finance Directorate of the university is one of the corruption risky areas, owing to the nature of their work that is dealing with finances all the time. The possible corruption practices includes unjustifiable claims, double payment, and missing documents to support payments of claims. In this Directorate, the Anti-corruption Policy aims at preventing corruption through increased accountability, transparency, and minimizing discretion in financial matters.

3.9.2 Implementation strategies

- (i) All accounting documents and cash should be kept in a fireproof safe
- (ii) Report corruption too oversight authorities particularly the university management

- (iii) Strictly adhere to relevant financial laws, regulations, guidelines, and procedures e.g. Government circulars issued from time-to-time.

3.10 Procurement Management Issues

3.10.1 Context

Procurement section is one of the risk areas for corruption owing to its responsibility to award tenders for goods and services worth huge amount of money.

3.10.2 Implementation strategies

- i) Ensuring transparency in the tendering process, tendering committee shall be involved in evaluation and awarding of tenders.
- ii) Ensuring that tendering committee entails ethical people with high level of integrity.
- iii) Ensuring that Inspection Committee inspects the goods before receiving them in the store and goods must be clearly specified.
- iv) Issuing of goods should be done by several persons to verify requisitions
- v) Engineer's estimates should be trusted to one person before the opening of the tender to avoid leakage of information
 - (i) Opening of tenders should be witnessed by the representatives of bidders.
 - (ii) Ensure that there are value for money to all goods and services offered

3.11 Transport issues

3.11.1 Context

The transport unit is an important unit for the university to execute its business successfully. Owing to its relevance, there are possible loopholes of corruption such as vehicle mismanagement; mismanagement of fuel, stretching journeys beyond authorized radius ,as well as transporting unauthorized goods or persons at a fee while on official duty.

3.11.2 Implementation strategies

- (i) Ensure that the approved fuel reflects the mileage to avoid surplus fuel remain in the vehicle tanks.
- (ii) Authorization of vehicle shall be made by the Dean/Director/ of the Faculty/School/College to avoid use of the vehicles for personal gain.
- (iii) Ensure that the record keeping in terms of mileage covered by the university vehicles as well as regular maintenance.

3.11.3 Mzumbe University Students Organization (MUSO) Election

MUSO presidential post is generally the highest-ranking position of student government. The election of president of students' government is different from elections of class representatives or faculty representatives. It is on this basis that the election of the president is a risk activity of corrupt practices among the candidates.

3.11.4 Implementation strategies

- (i) Disqualify all candidates alleged with corruption delinquency.
- (ii) Appointing a more transparent electoral committee.
- (iii) Establishment of ant-corruption clubs among the students.

3.12 Building and Estate Management

3.12.1 Context

In the Directorate of Building and Estate (DBE) there are several corruption loopholes because they are responsible for maintenance of buildings and other infrastructures at the university, they also issue tender for construction, rehabilitation and supply of utility services such electricity.

3.12.3 Implementation strategies

- (i) Ensure approval to engage suppliers and contractors of building and estate related services.
- (ii) The Estate managers should not single-handedly certify any contractor and work done, but should do it together with the team members including quality controllers.
- (iii) Ensuring that there is transparency in hiring contract workers.
- (iv) Contract workers should be closely supervised for delivery of quality work.
- (v) Ensure that there is fairness in rehabilitation of staff houses

3.13 Human Resource issues

3.13.1 Context

At MU there are number of issues related to staff welfare and issues associated to increase of student's enrolment. Thus, the possible corruption loopholes under human resource planning include staff recruitment and promotion, lack of guidelines on contracts for part-time workers, delay in processing staff entitlements such as responsibility allowance. Non-disclosure of human resource rules, standing orders, policies, circulars and guidelines affecting employees' welfare.

3.13.2 Implementation strategies

- (i) Ensuring transparency in the recruitment process
- (ii) Adherence to scheme of service, indicating job descriptions and requisite qualifications
- (iii) Advertisements should be widely circulated to give room or wide exposure, competition and impartiality
- (iv) Short-listing and appointment panel lists should be people of integrity and who hold relevant and higher qualifications/ranking in the job at hand
- (v) Handling staff promotion on time
- (vi) Timely dissemination of human resource rules, standing orders, policies, circulars and guidelines

3.14 Health Services

3.14.1 Context

MU Health Centre receives patients from within the university and outside the university. In the health service delivery, there is handling of liquid cash and a great deal of discretion, ranging from issuing of drugs to pricing of drugs and medical equipment. In the Health Centre the possible corrupt practices are related to failure to attend patient on time, and non-adherence to queuing arrangement.

3.14.2 Implementation strategies

- (i) Ensure that MU Health Centre is connected to GoT HOMIS System to control all the payments.
- (ii) Develop a queuing system whereby patients are issued with numbers in the order in which they are processed to see a doctor, except in emergency cases
- (ii) Ensure that there is appropriate documentation for emergency patients when they get service before paying.

3.15 Library and Technical Services

3.15.1 Context

In the Directorate of Library and Technical Services possible corrupt practices may include, Staff borrowing book for client at the expense of other clients. Corruption could also arise in procuring of books without following of procedures. Extending favours of book borrowing to some clients is another issue. Clearing data from the loan system for the clients who have overstayed with books without paying fines also amounts to corruption. Corruption extends to issuing clients with extra borrowing tickets, plucking out pages and chapters from books,

collecting money from clients who have lost books instead of directing them to pay through responsible University authorities. Moreover, students hiding books within the library and unauthorized persons photocopying without recording may also constitute corrupt practices.

3.15.2 Implementation strategies

- (i) Ensure that borrowing of books is done by the clients as per library rules.
- (ii) Ensure that procurement of books and other equipment such as audio visual equipment is done in accordance to the procurement regulations.
- (iii) Ensure that library users borrow books and other library materials and return them on time and where one default the rules should be followed.

3.16 Sexual Harassment and Discrimination

3.16.1 Context

At Mzumbe University, sexual harassment and discrimination are unacceptable. However, sexual harassment exists in the working, learning and living environments; for instance in admission process, student assessment, research supervision, recommendations, and staff promotions. Most often sexual harassment and discrimination take place in situations where a power differential exists between the persons involved. Forms of sexual harassment include seductive behavior, verbal sexual advances, blackmailing and intimidation. The victims of sexual harassment are staff and students. However, female students are more vulnerable than their male counterparts are.

3.16.2 Implementation strategies

- (i) Ensure that MU has sexual harassment and discrimination policy, which prescribes string enter penalties and set institutions for the implementation
- (ii) Ensure that MU sexual harassment and discrimination policy is published, and disseminated to staff and students
- (iii) Develop sexual harassment and discrimination reporting system, which is confidential and protects victims from their suppressors.

CHAPTER FOUR

IMPLEMENTATION

4.1 Implementation Framework

The implementation of MU ACS is an important aspect for realization of ACS objectives. The implementation of the anti-corruption strategy requires a sound university framework for translating the goals, objectives and strategies into programs at all levels within the university. This means that the implementation shall be effected through the existing university set up but taking into account changes resulting from the ongoing university transformation. The effective implementation of the strategy and action plan requires top management commitment and support. It requires, in addition, collective responsibility and accountability by all departments and sections of the University. But the University's departments, students' organization (MUSO), other academic and administrative units coordinated at the top management level (VC) within the University, shall play a key role in the implementation of the strategy and action plan. In implementing the anti-corruption strategy and action plan, the implementing organ shall be responsible in defining the role and position of major stakeholders within the community in relation to the Anti-corruption strategy. The stakeholders here include the MU management; heads of departments; program coordinators, staff and students.

4.2 Institutional Framework

The implementation of Anti-Corruption Strategy shall be fully supported by the Mzumbe University Management, staff and students as well as other stakeholders. The responsible offices that will ensure effective operation of the ACS are the VC, DVC-A, DVC A&F, Principals, Deans and Directors and HODs. The committee shall facilitate the ACS. Since the MU ACS is developed as part of implementation of NACSAP III, the committees to be established for ACS implementation have been provided for under NACSAP III. Under 4.6.1.2 of NACSAP III it is stated that in public institutions there shall be two committees to implement the NACSAP III and their ACS. These are: (1) Management Committee, and (2) Integrity Committee.

4.2.1 Management Committee

The Management Committee shall be under the chairmanship of the head of the institution in this case MU VC. The members shall be principals, deans and directors.

The functions of the Management Committee are:

- (i) To receive, deliberate, resolve and approve quarterly and annual reports on implementation, monitoring and evaluation of MU ACS and submit them to Chief Permanent Secretary.

- (ii) To assess performance of Integrity Committee so as to enhance and improve implementation of ACS
- (iii) To review and advise the government on good governance
- (iv) To advise the government on other government, administrative circulars/guidelines to enhance, strengthen efficiency in performance and services delivery.
- (v) To establish scheme for prizes/awards and penalties in implementation of NACSAP III and MU ACS

4.2.2 Integrity Committee

There shall be Integrity (Ethics) Committee whose members shall be five (gender with balance). The committee members shall be appointed by the VC. The functions of the Integrity Committee shall be as follows:

- (i) To prepare and implement ACS, to prepare implementation reports, annual and quarterly monitoring and evaluation reports and submit them to the Management Committee.
- (ii) To receive, inquire and deal with complaints from within and outside MU on unethical and corrupt practices. The committee also shall take measures within a reasonable time or time not exceeding seven (7) days for normal complaints.
- (iii) To provide training on ethics, good governance and fight against corruption to Management including HODs, staff and students.
- (iv) To ensure that public service code of ethics and regulations at MU are clear and known amongst MU staff.
- (v) To ensure training or orientation on public service ethics are conducted to staff and newly recruited employees.
- (vi) To advise the Management on implementation of the existing laws, regulations and circulars/guidelines

CHAPTER FIVE

MONITORING, EVALUATION AND LEARNING

Successful implementation of this Anti-Corruption strategy will greatly depend on effective monitoring, evaluation and learning (MEL) mechanism. These tools are necessary means for assessing the implementation of strategies and achievement of policy goals and objectives. The university through University management Committee and integrity control committee will support

MEL exercise. The integrity control committee will work together with other actors in the MEL of strategy activities in their respective areas. In consultation with implementing actors, integrity control committee will develop guidelines and indicators to be used for MEL of the strategy and related programs.

Moreover, all actors involved in the implementation of the strategy will be responsible for M&E of activities related to the strategy that fall within their areas of jurisdiction. The results of monitoring and evaluation will be used to review strategies and program for the purpose of improving performance in order to achieve the intended results. This is through the midyear review meetings.

5.1 Objectives of Monitoring, Evaluation and Learning

The main objectives of the Monitoring, Evaluation and Learning are as follows:

- (i) To develop meaningful strategies for MEL which will enable systematic collection of data which will be used to measure the success and changes of the implementation
- (ii) To strategically put understandable monitoring and evaluation system that will allow collected data to be used in order to measure success and identify changes in the implementation process
- (iii) To Improve exchange, distribution and consumption of data obtained for programs and measures later
- (iv) To build capacity to stakeholders in the implementation of the ACS , to collect, analyse and use data for monitoring and evaluation
- (v) To Track the success of the ACS with the appropriate action to identify ways to make it sustainable
- (vi) To conduct research which will enable to prepare criteria for measuring the state of professional corruption

5.2 The Monitoring Framework

In order to ensure that the ACS is monitored effectively there is a need for adopting a systematic framework for that process. It is for this reason the NACSAP III provides for a sample framework for conducting ACS monitoring. Table 1 below provides for a format of ACS monitoring framework.

Table 1: Monitoring framework (adapted from NACSAP III p. 109)

| No. | Indicator and its explanation | Initial statistics/data | Data collection and methods for analysis | Time for submitting reports | Responsible office for data collection and analysis |
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5.3 The Evaluation Framework

The ACS is aimed at becoming a living document. For that matter, its operation should not only be monitored but also be evaluated to determine whether it achieves the intended objectives or assess whether it needs to be reviewed. It is for this understanding that the NACSAP III contains a sample of ACS evaluation framework that institutions including MU may adopt. Table 2 provides the format of ACS evaluation framework.

Table 2: Evaluation framework (extracted from NACSAP p.111)

| No. | Tools for Evaluation | Explanation | Evaluation Questions | Data collection tools | Time/duration | Responsible Institution |
|-----|----------------------|-------------|----------------------|-----------------------|---------------|-------------------------|
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CHAPTER SIX

ACTION PLAN FOR IMPLEMENTATION OF MZUMBE UNIVERSITY ANTI-CORRUPTION STRATEGY 2018-2022

Table 3: The Mzumbe University Anti- Corruption Action Plan 2018 – 2022

| NACSAP III OBJECTIVE: ENHANCE, SUSTAIN AND EFFECTIVE IMPLEMENTATION OF THE NATIONAL ANTI – CORRUPTION STRATEGY | | | | | | | | | |
|---|---|---|--|--|--|--|---|--------------------------|-------------------------|
| No | General Objective | Specific Objectives | Targets/ Output | Specific Activities | Time Frame | Responsible Person | Performance Indicator | Required Resource | Remarks (if any) |
| 1 | Setting out the University's and staff's responsibilities in observing and upholding anti-corruption measures, the University's position on corruption and provision of information and | ➤ To set out clear University's position on corruption and anti-corruption measures | <ul style="list-style-type: none"> ➤ Increased awareness of staff and students on corruption issues and anti-corruption strategy ➤ Functioning Integrity Committee ➤ Prepared MU Anti-corruption Strategy | <ul style="list-style-type: none"> ➤ To train staff and students on Corruption Issues and Anti-corruption strategy ➤ To appoint the Integrity Committee ➤ Prepare the MU Anti-corruption strategy | July 2018 up to June, 2022 by June 2018 by June 2019 | -VC -DCV A/A&F - PRINCIPALS -DEANS /DIRECTORS -HoDS - VC -DCV A&F | <ul style="list-style-type: none"> ➤ Number of staff trained ➤ Integrity Committee in place and functional ➤ MU Anti-corruption strategy in place and in use | FUNDS AND TIME | |
| | | ➤ To ensure fairness in both academic | ➤ Improved fairness in service delivered | ➤ To develop trainings and programmes | July 2018 up to June, 2022 | -VC -DCV A/A&F - | ➤ Number of staff trained | | |

| | | | | | | | | |
|--|---|---|--|----------------------------|---|---|----------------|--|
| guidance to its clients and staff on how to recognise and deal with corruption issues. | and non-academic service delivery | by University ➤ Reduced number of fairness cases/claims from both Academic and Non-Academic services | on fairness in service delivery ➤ To identify the area not unfair practices and take action for improve situation | July 2018 up to June, 2022 | PRINCIPALS -DEANS /DIRECTORS -HoDS | ➤ Reduced number of cases/ claims on fairness | | |
| | ➤ To enhance customers' satisfaction and value for money for the rendered services. | ➤ Timely and quality service delivery as per clients' service charter | ➤ Application of Clients' Service Charter in ensuring customers' satisfaction and value for money | July 2018 up to June, 2022 | -VC -DCV A/A&F - PRINCIPALS -DEANS /DIRECTORS -HoDS | ➤ Improved quality services delivered from both academic and non-academic staff | TIME | |
| | ➤ To enhance Transparency and Accountability | ➤ Improved transparency and accountability | ➤ To provide training on transparency and accountability to both staff and students | July 2018 up to June, 2022 | -VC -DCV A/A&F - PRINCIPALS -DEANS /DIRECTORS -HoDS | ➤ Number of staff trained on transparency and accountability ➤ Improvement in both transparency and accountability | FUNDS AND TIME | |
| | ➤ To improve | ➤ Reduce | ➤ To award | July | -VC | ➤ Reduced | FUNDS | |

| | | | | | | | | | |
|--|--|--|-------------------------------------|---|-----------------------|---|---------------------------------------|----------|--|
| | | Prizes/Award and penalties strategies on corruption issues | d number of corruption cases/claims | prizes/penalties for corruption practices | 2018 up to June, 2022 | -DCV A/A&F - PRINCIPALS -DEANS /DIRECTORS -HoDS | number of cases/ claims on corruption | AND TIME | |
|--|--|--|-------------------------------------|---|-----------------------|---|---------------------------------------|----------|--|

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