



UNIVERSITY OF DAR ES SALAAM
MKWAWA UNIVERSITY COLLEGE OF EDUCATION



**CORPORATE SOCIAL
RESPONSIBILITY POLICY**

UNIVERSITY OF DAR ES SALAAM



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CORPORATE SOCIAL RESPONSIBILITY POLICY

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ABBREVIATIONS AND ACRONYMS

CSR	-	Corporate Social Responsibility
CSRC	-	Corporate Social Responsibility Committee
EAC	-	East African Community
ISO	-	International Organization for Standardization
MNCs	-	Multinational Corporations
MUCE	-	Mkwawa University College of Education
NGOs	-	Non-Governmental Organisations
RSP	-	Rolling Strategic Plan
UDSM	-	University of Dar es Salaam
UK	-	United Kingdom

FOREWORD

With great enthusiasm and a profound sense of responsibility, we present the Corporate Social Responsibility (CSR) Policy of Mkwawa University College of Education (MUCE). This Policy marks a significant milestone in our institution's ongoing commitment to fostering positive societal impact and embracing our role as a responsible higher learning institution.

Since its establishment in 2005 as a Constituent College of the University of Dar es Salaam (UDSM), MUCE has consistently upheld a noble mission - to address the growing demand for proficient primary and secondary school educators in Tanzania. Over the years, our dedication to academic excellence and professional development have expanded to include non-teacher education programmes. Currently, the College has 12 degree programmes: five (5) undergraduate degree programmes, one (1) postgraduate diploma and six (6) master's degrees.

In our pursuit of academic excellence, MUCE recognises the importance of fulfilling our social responsibilities beyond the boundaries of our campus. This has made us prepare the CSR Policy that will guide the College to contribute positively to the communities in which we operate and align our efforts with the evolving priorities of our government and society at large.

The CSR Policy presented here reflects our commitment to integrating social responsibility into the fabric of our institution. It serves as a guiding framework for our CSR activities, both existing and proposed, ensuring their alignment with our strategic objectives. Through this Policy, we aim to establish clear objectives and guidelines for our CSR activities, define priority areas where our CSR initiatives will be directed and articulate the range of support we commit to providing.

We firmly believe that the successful operationalisation of this CSR Policy will amplify our impact and strengthen our resolve to serve society responsibly. We extend our gratitude to all stakeholders who have supported us on this journey, and we look forward to a future marked by positive change, collaboration and progress.



Prof. Deusedit A. Rwehumbiza
Acting Principal
MUCE

CHAPTER ONE

OVERVIEW, POLICY ENVIRONMENT AND RATIONALE

1.1 An Overview

This Corporate Social Responsibility (CSR) Policy outlines the guiding principles that underpin the commitment of Mkwawa University College of Education (MUCE) to social responsibility and sustainability. At MUCE, we recognise our role in contributing positively to the communities and environment in which we operate. Our CSR Policy includes a broad spectrum of social issues, focusing on philanthropic aspects. Our philanthropic CSR initiatives demonstrate our commitment to giving back to society.

This Policy aims to define our commitment to CSR by providing guidance on CSR initiatives and activities that align with applicable national and international laws, standards and conventions related to human rights, labour practices and ethical business conduct.

The implementation of our CSR Policy shall involve engagement with various stakeholders, including employees, students, local

communities, non-governmental organisations (NGOs) and industry partners. The input and collaboration of these stakeholders are essential in shaping our CSR initiatives and ensuring their relevance and impact.

We recognise that CSR is not only a moral obligation but also a strategic imperative. Neglecting our CSR responsibilities could lead to reputational damage, legal liabilities and diminished stakeholder trust. By proactively addressing CSR issues, we aim to mitigate these risks and contribute positively to society.

At MUCE, we aspire to be a leader in CSR, guided by the principles of transparency, accountability and continuous improvement. This Policy serves as a cornerstone for our CSR initiatives, guiding our actions, decisions and partnerships.

1.2 Policy Environment

The CSR Policy of MUCE operates within a dynamic policy environment shaped by both internal and external factors. Internally, MUCE's commitment to academic excellence and longstanding history of engaging in CSR initiatives underscore its dedication to social responsibility. This internal context forms the

bedrock upon which the CSR Policy is built, aligning it with MUCE's core values and academic mission.

Externally, MUCE operates in the Southern Highlands of Tanzania, a region characterised by diverse socio-economic challenges and opportunities. The external context presents both challenges and possibilities for the successful implementation of the CSR Policy. Economic factors, such as the potential impact of economic downturns, highlight the need for financial resilience in executing CSR activities. Furthermore, the competitive landscape among educational institutions in the region emphasises the importance of strategic planning and differentiation to secure resources and partnerships for CSR projects. Overall, the policy environment reflects MUCE's dedication to aligning its CSR initiatives with local priorities while addressing the broader national and global sustainability goals.

1.3 Rationale of CSR Policy

At MUCE, our commitment to social responsibility is deeply ingrained in our institutional values. We have a history of actively engaging in CSR initiatives since our inception, aiming to impact society positively and demonstrating our dedication to being a responsible educational institution. However, the successful implementation of these CSR endeavours has faced several

challenges, primarily attributed to the absence of a guiding policy. Therefore, the rationale behind developing a CSR Policy at MUCE is driven by the need to address implementation challenges, uphold principles of good governance, comply with financial reporting standards, create a strategic framework and enhance stakeholder engagement. By formulating a comprehensive CSR Policy, we reinforce our commitment to responsible and impactful social initiatives that align with our institutional values and contribute to the betterment of society.

1.4 Guiding Principles of the Policy

The CSR Policy of MUCE is firmly anchored in a set of guiding principles that embody the institution's commitment to responsible and impactful social initiatives. These guiding principles serve as the ethical and operational compass for the policy, ensuring that all CSR activities are conducted with integrity and purpose.

(i) Academic Excellence and Social Responsibility

At the heart of the CSR Policy is the principle that academic excellence and social responsibility are interconnected. MUCE recognises that its mission to provide high-quality education extends beyond the classroom, encompassing a broader

commitment to uplift society through knowledge, innovation and meaningful engagement. This principle underscores the College's dedication to aligning CSR initiatives with its academic values and expertise.

(ii) Ethical Conduct and Transparency

Ethical conduct and transparency are cornerstones of MUCE's CSR efforts. The policy emphasises the importance of conducting all CSR activities with the highest ethical standards, ensuring that they are in strict adherence to the College's Code of Conduct and other relevant commitments. Transparency in decision-making, resource allocation and impact measurement is vital to maintaining trust among stakeholders.

(iii) Community-Centric Approach

MUCE's CSR Policy adopts a community-centric approach, recognising that the success of CSR initiatives hinges on active engagement with the communities it serves. This principle highlights the importance of listening to community needs, fostering partnerships with local organisations, and ensuring that CSR activities generate tangible and sustainable benefits for the communities where the College operates.

(iv) Adaptability and Innovation

In a rapidly evolving world, adaptability and innovation are key guiding principles of the CSR Policy. MUCE acknowledges the need to continuously adapt its CSR initiatives to align with changing government priorities, societal needs and global sustainability goals. By embracing innovation, the College aims to develop creative solutions that drive meaningful social impact and progress.

(v) Collaboration and Stakeholder Engagement

Collaboration and stakeholder engagement are fundamental to the CSR Policy. MUCE understands that addressing complex societal challenges requires collective effort. Therefore, the policy emphasises collaboration with government agencies, NGOs, private sector organisations, and the active involvement of students, faculty and staff in CSR activities.

These guiding principles underscore MUCE's commitment to responsible and impactful CSR initiatives deeply rooted in its institutional values. They reinforce the College's dedication to creating a positive societal impact, upholding ethical standards,

and fostering a culture of social responsibility among its academic community.

1.5 Objectives of CSR Policy

The primary objective of the CSR Policy is to establish frameworks within the College that prioritise CSR as a key focal point, in line with the MUCE Five Year (2020/2021 to 2024/2025) Rolling Strategic Plan (RSP). This plan emphasises the College's commitment to creating a positive societal impact through impactful and sustainable CSR initiatives. The Policy encompasses existing and proposed CSR activities to be undertaken by the College, ensuring their alignment with evolving government priorities. Precisely, the CSR Policy will guide the College in the following ways:

- (i) Establish clear objectives and guidelines for CSR activities undertaken by the College, aiming to support the communities in which the College operates. It is imperative that all CSR activities are conducted in strict adherence to the College's Code of Conduct and other relevant commitments;
- (ii) The CSR Policy serves as the primary document providing guidance and direction in determining the appropriate recipients for CSR objectives, funding

priorities, the approval process for CSR initiatives and the specific types of organisations upon which the College will concentrate its supportive endeavours; and

(iii) The CSR Policy delineates the range of support the College commits to providing, encompassing financial contributions, voluntary work, provision of products and rendering of services. Such support is tailored to align with the College's overarching objectives. It is carried out in a manner that prioritises activities generating tangible and positive impacts within the communities it serves.

1.6 Methodology

To develop the CSR Policy for MUCE, the following methodology was adopted:

- (i) Preparing Working Instruments and Document Classification

The first step involved preparing working instruments and classifying documents relevant to the CSR Policy development process. This includes gathering existing policies, guidelines, and reports related to CSR from within MUCE and external sources. The collected documents were categorised based on their

relevance to CSR areas such as organisational governance, environment, operation practices and community engagement.

(ii) Building a Common Understanding of CSR among Team Members

To ensure effective collaboration and input from all team members, a series of interactive sessions were conducted to build a common understanding of CSR concepts, principles and best practices. These sessions were facilitated by an expert from the Treasury Registrar's Office. The sessions helped team members grasp the importance of CSR in the context of higher education institutions and align their perspectives towards a unified approach. Furthermore, the team conducted consultation meetings with MUCE stakeholders, who provided valuable comments and suggestions for enhancing the policy.

(iii) Overview of Different Guidelines on CSR

A comprehensive overview of various guidelines on CSR was conducted to understand the legal and regulatory frameworks that may apply to MUCE's CSR initiatives. This involved examining relevant laws, policies and guidelines issued by government authorities and international agencies related to

CSR activities, especially in the education sector. These, for instance, include ISO (26000:2014) and other documents stipulated in sections 2.2 and 2.3.

Regarding the overview of different guidelines on CSR, it is important to note that, in general, many universities within the country were not found to have already developed a comprehensive CSR Policy. As a result, we relied on examining the CSR policies and guidelines of business and commercial entities to gain valuable insights into CSR practices and policies. These sources provided helpful information on how organisations in other sectors approach and implement CSR initiatives.

1.7 Scope of the Policy

At MUCE, we recognise the diverse areas encompassed by CSR and understand the significance of our responsibilities beyond the traditional academic realm. Our CSR Policy aims to address various dimensions of social responsibility, focusing on philanthropic aspects. Our philanthropic CSR initiatives demonstrate our commitment to giving back to society. We strive to make a positive impact on our local and global communities through actions that include:

- (a) Donations to Charitable Causes: MUCE contributes funds, goods and services to charitable organisations that align with our values and focus areas.
- (b) Environmental Projects: We engage in environmental projects that aid in preserving and restoring the natural environment.
- (c) Community Engagement: Our commitment extends to serving the needs of local communities by participating in initiatives that uplift and empower them. Some examples of community engagement activities we aim to contribute are:
 - (i) Outreach programmes, which aim to provide educational and social support services to underprivileged communities. This could involve conducting workshops, literacy programmes and skill development sessions;
 - (ii) Partnering with local schools or educational institutions to offer mentoring programmes, tutoring services, or scholarships for deserving students from disadvantaged backgrounds;
 - (iii) Undertaking research projects in collaboration with local communities to address their specific challenges and gather insights that can contribute to community development;

- (iv) Engaging in activities like tree planting, waste management campaigns and water conservation efforts to promote environmental sustainability and raise awareness about eco-friendly practices;
- (v) Conducting health camps, awareness drives and vaccination programmes to address prevalent health issues and improve the overall well-being of the community;
- (vi) Encouraging and supporting local social entrepreneurs by providing mentorship, networking opportunities, or grants for innovative projects that benefit the community;
- (vii) Assisting in disaster relief efforts by providing resources, support and manpower during natural calamities or emergencies affecting the community;
- (viii) Encouraging students, faculty and staff to actively participate in community service activities; and
- (ix) Starting initiatives targeted at empowering marginalised groups, such as women, people with disabilities, orphans and the elderly, through skill training, financial support and awareness programmes.

In general, the CSR Policy at MUCE aims to foster positive social change and contribute to the betterment of society in line with our institutional values. As such, at one point in time, the College shall allocate support for CSR activities based on eligibility criteria determined through formal deliberations and resolutions of the Governing Board.

1.8 Limitations of the Policy

Under normal circumstances, the College shall refrain from directing CSR activities towards the following:

- (i) Religious or Political Groups: CSR initiatives shall not be directed towards promoting or favouring any specific religious or political group, maintaining the College's impartiality and commitment to inclusivity. While recognising the existence of groups affiliated with religion or political parties, the College's CSR activities shall adhere to a non-discriminatory approach, refraining from exclusively supporting or benefiting groups that solely comprise members affiliated with such entities. CSR initiatives will prioritise inclusivity, ensuring that projects are open to all eligible beneficiaries regardless of their religious or political affiliations, with the primary aim of positively impacting the broader community and promoting social cohesion.

- (ii) **Personal Popularity:** CSR activities shall not be used to enhance the personal popularity of any individual associated with the College, ensuring that the focus remains on benefiting the community as a whole.
- (iii) **Activities Primarily Benefiting an Individual:** CSR efforts will prioritise projects that have a broad impact on the community rather than activities primarily benefiting an individual.
- (iv) **Duplication of Services or Projects:** The College will avoid duplicating existing services or projects already provided by other organisations, seeking collaborations and partnerships instead to maximise efficiency and avoid redundancy.
- (v) **Retrospective Issues (Past Activities):** CSR initiatives will concentrate on addressing current and future challenges rather than focusing on retrospective issues or activities that occurred in the past.
- (vi) **Projects Where Applicants Are Able to Self-Fund:** CSR funds will be allocated to projects that lack adequate resources and are unable to secure funding from alternative sources, ensuring that the College's contributions have the most significant impact.
- (vii) **Projects Where a More Suitable Funding Source is Available:** If a more suitable funding source is readily

available for a particular project, the College will encourage applicants to seek funding from that source instead.

- (viii) **Activities with No Direct Benefit to Tanzanian Residents:**
The College's CSR initiatives will primarily focus on projects that directly benefit Tanzanian residents, aligning with our commitment to the local community's well-being.
- (ix) **Projects that contravene national laws and culture:** CSR activities will strictly adhere to national laws, regulations and culture, ensuring that projects are compliant with legal requirements.

By acknowledging and adhering to these limitations, the College's CSR initiatives will maintain their integrity, focus on genuine community impact, and be aligned with our broader social responsibility objectives. These guidelines will help ensure that CSR resources are allocated effectively and ethically to create sustainable positive change in the communities we serve.

1.9 Benefits of CSR Activities

At MUCE, we firmly believe in the importance of CSR and its impact on the community and the institution. Engaging in CSR activities benefits society and brings numerous advantages to

the College. Through our commitment to CSR initiatives, we aim to foster positive change while enhancing our institutional reputation, competitiveness and differentiation from competitors. Specifically, the College will achieve the following benefits through CSR activities:

(i) Improving the College's Image

By actively participating in CSR activities, MUCE can significantly improve its image and reputation locally and globally. When we contribute to social causes, support environmental sustainability and promote ethical practices, it demonstrates our dedication to being a responsible and conscientious institution. As a result, we earn the trust and respect of various stakeholders, including students, faculty, staff, alumni, local communities and the broader public. A positive perception of the College enhances our brand value and fosters a sense of pride among all members of the College community.

(ii) Developing a Competitive Advantage

CSR initiatives can serve as a strategic tool to gain a competitive edge in the higher education landscape. As we integrate socially responsible practices into our core values and operations, it sets

us apart from other colleges and universities. Prospective students and their families increasingly prioritise social and environmental responsibility when selecting an institution for higher education. Our commitment to CSR can attract more socially conscious students and faculty, resulting in a diverse and engaged academic community.

Moreover, CSR can differentiate us in the eyes of potential donors, sponsors and partners. Many corporations and organisations seek to collaborate with socially responsible institutions to align their values and make a positive impact together. By showcasing our strong CSR track record, we increase our attractiveness to potential collaborators, donors and funding agencies, thereby expanding our resources for future initiatives.

(iii) Strengthening Community Relationships

Engaging in meaningful CSR activities allows MUCE to build and strengthen relationships with the local communities in which we operate. Through partnerships and collaborations with community organisations, we address critical social and environmental challenges together. This fosters a sense of unity, inclusivity and shared purpose, aligning our College with the

needs and aspirations of the community. Such a close bond can lead to increased support from the community, including improved town-gown relations, increased enrolment from local students and greater engagement in college-sponsored events.

(iv) Enhancing Student and Employee Satisfaction

A robust CSR programme can significantly impact student and employee satisfaction levels. Students are increasingly seeking educational institutions that instil a sense of purpose and provide opportunities for meaningful engagement beyond academics. When students witness the college's commitment to making a positive impact on society, they feel proud to be associated with MUCE and may be more motivated to actively participate in CSR initiatives.

Likewise, employees are likely to be more engaged and loyal when they see their employer taking social and environmental responsibility seriously. Knowing that their work contributes to the greater good, employees feel a sense of purpose and fulfilment, which can positively affect their productivity, creativity and overall job satisfaction.

In conclusion, embracing CSR at MUCE goes beyond altruism; it offers tangible benefits that directly impact the College's reputation, competitiveness and relationships. By continuing to integrate CSR into our core values and operations, we solidify our commitment to being a socially responsible educational institution that not only excels academically but also serves as a force for positive change in society.

1.10 Key Definitions

This section provides key definitions in the CSR Policy of MUCE to ensure clarity and understanding of essential terms, subsequently guiding the institution's commitment to responsible and impactful CSR practices.

(i) Corporate Social Responsibility (CSR)

The concept of CSR means that organisations have moral, ethical and philanthropic responsibilities in addition to their responsibilities to earn a fair return for investors and comply with the law.

(ii) Stakeholders

Stakeholders encompass individuals, groups, or entities that have a vested interest in the activities, decisions and outcomes of an organisation. This includes but is not limited to students, faculty, staff, alumni, parents, local communities, government agencies, funding agencies, business partners and other educational institutions.

(iii) Support

In the context of a CSR Policy, "support" refers to the resources, assistance and contributions provided by an organisation to fulfil its Corporate Social Responsibility commitments and initiatives. The term "support" can encompass various forms, including financial support, non-financial resources, expertise, time and effort directed towards CSR projects and activities.

(iv) Consultancy

In the context of CSR, "consultancy" refers to providing expert advice, guidance and support to organisations, communities, or stakeholders to effectively address social and environmental challenges. CSR consultancy involves leveraging specialised

knowledge and skills to develop sustainable and impactful solutions that align with an organisation's CSR objectives and contribute positively to society.

(v) Public services

Public services refer to the activities, initiatives and projects undertaken by organisations to address social and environmental issues and contribute to the well-being of the broader community and society. Public services in CSR encompass a wide range of programmes and efforts aimed at improving the quality of life, supporting social causes and promoting sustainable development.

(vi) Outreach programmes

In the context of CSR, outreach programs refer to initiatives undertaken by organisations to engage with and positively impact the communities and stakeholders they serve. These programmes extend beyond the organisation's core operations and address social, environmental and community needs.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Current Institution Setup

MUCE was established in 2005 as a Constituent College of the University of Dar es Salaam (UDSM). The College is situated in the Southern Highlands of Tanzania, in Iringa Municipality, approximately 3 kilometres from the municipal centre. The primary objective behind the establishment of MUCE was to meet the escalating demand for competent primary and secondary school educators by offering comprehensive academic and professional programmes in education.

MUCE encompasses three distinguished Faculties: Faculty of Education, Faculty of Humanities and Social Sciences and Faculty of Science. Since its inception in 2006, the College has been dedicated to providing four undergraduate degree programmes in teacher education: Bachelor of Education in Arts, Bachelor of Education in Science, and Bachelor of Arts with Education and Bachelor of Science with Education.

Starting from the 2014/2015 academic year, MUCE initiated the offering of a Postgraduate Diploma in Education. Subsequently,

in the 2016/2017 academic year, MUCE expanded its academic repertoire by introducing a Master of Science with Education, available in Biology or Chemistry Stream and a Master of Arts with Education, specialising in Geography Stream. Presently, recognising the need to diversify its degree programmes to align with the demands of the labour market, MUCE is actively developing additional undergraduate and postgraduate degree programmes beyond teacher education. Currently, the College has four non-teacher education programmes, namely Master of Science in Applied Zoology, Master of Science in Applied Botany, Master of Science in Mathematical Modelling and Master of Science in Natural Resources and Human Security Studies.

Furthermore, MUCE excels in providing high-quality degree programmes and actively engages in diverse public services and outreach activities. In addition to its commitment to academic excellence, MUCE recognises its social responsibility as a higher learning institution and strives to make a positive impact beyond the confines of its campus.

The endeavours undertaken by MUCE in terms of academic excellence, public services, outreach activities and support for underprivileged communities highlight the institution's commitment to fulfilling its broader role as a responsible member

of society. To guide these initiatives, the College has developed this CSR Policy, which not only enhances its reputation as a responsible institution but also cultivates a culture of compassion, empathy and social consciousness among its students, staff, partners and surrounding communities.

2.2 National Policy and Regulatory Framework

In Tanzania, CSR practices have gained momentum primarily through voluntary initiatives undertaken by Multinational Corporations (MNCs), large locally registered companies, small industry and business associations and public and private institutions. These initiatives encompass a wide range of activities, such as environmental management, occupational health and safety measures, stakeholder engagement, partnerships with NGOs and United Nations agencies, and support for community development projects.

Despite the voluntary nature of CSR in Tanzania, several legislations have provisions that require companies to engage in CSR activities. These include the Extractive Industries Act of 2015, the Mining Act of 2010 (amended in 2017) and the Petroleum Act of 2015. These laws obligate companies in the extractive industries, such as mining and petroleum, to develop and implement CSR programmes. The Mining Act, in particular,

introduced compulsory CSR in the mining sector, making it mandatory for mineral rights holders to undertake CSR programmes. Similarly, the Petroleum Act requires petroleum license holders to prepare CSR plans. The banking sector in Tanzania also plays a significant role in CSR by supporting community programmes that sustain the environment and the local population. These activities contribute to the well-being of the community and the environment.

In the context of higher learning institutions in Tanzania, these institutions have embraced CSR as an integral part of their mission and vision. While there may be a lack of specific policy guidance, these institutions have demonstrated a genuine commitment to making a positive impact on society through collaborative research, resource provision, capacity-building programmes, community outreach and the promotion of social responsibility.

The National policy and regulatory framework in Tanzania and CSR practices in higher learning institutions reflect a growing awareness of the importance of CSR. As MUCE embarked on developing its CSR Policy, it was essential to consider this framework as a reference point.

2.3 Regional and International Trends

CSR has gained prominence not only domestically but also regionally and internationally. In the East African Community (EAC) region, as in Tanzania, many companies have embraced CSR activities on a voluntary basis. While CSR is not mandatory, it is widely recognised as a vital component of responsible business conduct. Notably, larger companies in the region tend to have more formalised CSR practices, whereas smaller and medium-sized enterprises often engage in more informal and ad-hoc CSR initiatives.

Internationally, CSR is increasingly acknowledged as an integral part of business policies. It goes beyond philanthropy to encompass sustainable business performance. This means generating profits in a socially and environmentally responsible manner.

In the contemporary global business environment, higher learning institutions also recognise the importance of social responsibility. More universities worldwide are incorporating social responsibility into their mission statements, aligning their research and teaching missions with the goal of giving back to the society that supports them. Prominent universities such as the University of Cambridge, Yale University, University College

London, Imperial College London, the University of Oxford in the UK, the University of Chicago, University of Ghana, Princeton University and Massachusetts Institute of Technology, have taken a proactive approach to CSR. These institutions openly declare their commitment to CSR on their official websites and have developed comprehensive CSR practices and initiatives.

The CSR practices and initiatives of leading universities cover several key areas, including strengthening civil commitment and active citizenship, community engagement and outreach, promoting ethical conduct and decision-making, ecological and environmental commitment, human resource development and knowledge expansion.

MUCE recognises the evolving landscape of CSR on regional and international levels. The information presented in this section serves as a valuable reference for developing its CSR Policy.

2.4 Benchmarking

Traditionally, universities have been perceived as institutions primarily focused on academic and research pursuits rather than business enterprises. However, the landscape of higher education has evolved, and there is increasing recognition of universities' role in contributing to society and addressing

societal challenges. MUCE recognises the importance of assessing and comparing our CSR Policy with the practices of other esteemed higher learning institutions. To ensure our CSR initiatives are aligned with best practices and global standards, we have benchmarked our Policy against a number of companies, industry and business associations, and a selection of leading universities known for their commitment to CSR and sustainability, including the University of Cambridge, Yale University, University College London, Imperial College London, the University of Oxford in the UK, the University of Chicago, Princeton University and Massachusetts Institute of Technology. All these institutions prioritise CSR activities, which cover several key areas, as noted in Section 2.3. Those which can be adapted to MUCE's contexts are:

- (i) Organisational Governance: The universities prioritise transparent governance structures and practices to ensure ethical decision-making and accountability in implementing CSR activities.
- (ii) Environment: Undertaking initiatives to minimise their environmental impact, adopting sustainable practices and promoting environmental conservation.
- (iii) Philanthropic aspects: Their philanthropic CSR initiatives demonstrate their commitment to giving back to society.

We are inspired by the practices of these institutions, and we are dedicated to implementing these initiatives at MUCE to meet the expectations of our stakeholders and community.

CHAPTER THREE

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

3.1 Strengths

In this section, we identify and analyse the strengths of MUCE in the context of its CSR initiatives. This includes internal factors and attributes that give MUCE a competitive advantage in fulfilling its CSR objectives. Firstly, MUCE has a longstanding reputation for academic excellence, with a dedicated and qualified member of staff, a strong curriculum and a commitment to quality education. Secondly, MUCE undertakes various public services and outreach activities that contribute to developing education and society. Some of these notable initiatives include:

- (i) Teacher training and capacity building

As a premier institution in teacher education, MUCE extends its expertise by conducting specialised training programmes and workshops for teachers. These initiatives aim to enhance the pedagogical skills and instructional methodologies of educators, thereby improving the overall quality of education in the region.

(ii) Research and consultancy

MUCE carries out various research activities and consultancy services. It collaborates with educational stakeholders, governmental bodies and non-profit organisations to conduct research studies that address educational challenges and provide evidence-based recommendations. Through consultancy services, MUCE offers expertise and guidance to institutions and organisations seeking to improve their educational practices and policies.

(iii) Services to students with special needs

MUCE is committed to promoting inclusivity and equal access to education. The College offers various services targeting students with special needs, providing them with educational support, mentorship and guidance to empower them to pursue higher education and unlock their potential.

(iv) Financial contribution

MUCE actively extends its assistance to underprivileged communities, including orphans, through a dedicated initiative to provide financial aid and essential materials. This contribution

serves as a beacon of hope for children facing economic challenges and limited access to resources.

3.2 Weaknesses

This section delves into the internal weaknesses and limitations that may pose challenges to successfully implementing CSR initiatives at MUCE. These weaknesses need to be addressed strategically to maximise the College's impact on its social and environmental responsibilities.

(i) Limited CSR Infrastructure

One of the significant challenges facing MUCE in its CSR endeavours is the limited CSR infrastructure. This encompasses the absence of dedicated resources, personnel and institutional mechanisms to effectively manage CSR initiatives. The implications of this limitation are multifaceted. Firstly, MUCE may struggle to develop and implement comprehensive CSR strategies due to the absence of in-house expertise in CSR management. This can hinder the College's ability to identify and prioritise socially responsible initiatives that align with its mission and values. Secondly, without a dedicated CSR department or personnel, coordination and oversight of CSR projects may be decentralised or sporadic. This can lead to a lack of synergy

among initiatives and difficulties in monitoring progress. Thirdly, MUCE's CSR efforts may lack consistency in messaging, objectives and impact measurement, which could diminish the College's credibility in the eyes of stakeholders. Fourth, the absence of a centralised mechanism for identifying emerging CSR opportunities and partnerships may result in MUCE missing out on valuable collaborations or trends in the CSR landscape.

(ii) Resource Constraints

Another significant challenge pertains to resource constraints, encompassing limited financial resources and budget constraints that have the potential to impede the scalability and impact of CSR projects. In this point, firstly, MUCE may face financial limitations that restrict its ability to allocate substantial resources to CSR initiatives. This limitation can hinder the College's capacity to fund large-scale, transformative projects that would otherwise have a substantial societal impact. Secondly, in a resource-constrained environment, allocating funds to CSR projects may compete with other critical operational needs, such as academic programmes and infrastructure development. This budgetary competition can lead to trade-offs and compromises in the scope and ambition of CSR initiatives. Thirdly, due to financial pressures, MUCE might be inclined to prioritise short-

term financial stability over long-term CSR investments. This can result in missed opportunities for sustainable and enduring social impact. Fourth, resource constraints may limit the extent to which MUCE can engage with marginalised or underserved communities, potentially reducing the reach and inclusivity of its CSR efforts.

Addressing these weaknesses requires a strategic approach, which may involve developing a dedicated CSR guideline, securing additional funding sources and building internal capacity for CSR management. MUCE shall recognise these limitations as opportunities for growth and improvement and actively work to overcome them in pursuit of its broader CSR objectives.

3.3 Opportunities

This section outlines a range of external opportunities that MUCE can leverage to enhance its CSR efforts, making a positive impact on both the local and global communities it serves. One significant opportunity for MUCE's CSR initiatives lies in forming strategic partnerships with various stakeholders, including government agencies, non-governmental organisations (NGOs)

and private sector organisations. These partnerships can significantly amplify the impact of CSR initiatives in many ways.

Firstly, MUCE can collaborate with government agencies on projects that address critical social and environmental issues, aligning the College's CSR initiatives with national development priorities. This can include joint efforts in areas such as education reform, community development and environmental conservation. Secondly, partnering with NGOs allows MUCE to tap into their expertise, networks and resources. Together, they can work on projects aimed at alleviating poverty, improving healthcare, or promoting sustainable agriculture within the communities surrounding the College. Thirdly, partnering with private sector organisations can facilitate funding for CSR projects and provide access to cutting-edge technology and innovation. MUCE can engage in collaborations related to skills development, entrepreneurship, or research and development that benefit both parties.

Apart from strategic partnerships, another opportunity for MUCE's CSR efforts is aligning them with global sustainability goals and trends. This strategic alignment can have several advantages. Firstly, by aligning CSR initiatives with global sustainability goals, MUCE can enhance its reputation as an

institution committed to addressing pressing global challenges. This reputation can attract talented faculty members, motivated students and potential donors. Secondly, MUCE can leverage its commitment to global sustainability to attract international partnerships and funding opportunities. Collaboration with international organisations and universities can enrich the College's research, education and outreach programmes. Thirdly, global trends in sustainability often create opportunities for research collaboration. MUCE can engage in cross-disciplinary research projects that address global challenges, fostering innovation and knowledge dissemination.

Another opportunity for MUCE's CSR efforts is advancements in technology. MUCE's access to technological advancements presents a unique opportunity to implement innovative CSR solutions, especially in the context of online education for underserved communities. Leveraging technological resources, MUCE can develop and deliver online education programmes tailored to the needs of underserved communities. This can democratise access to quality education, reaching remote areas and disadvantaged populations. Also, MUCE can contribute to digital inclusion initiatives by providing training and resources to bridge the digital divide. This not only supports education but also enhances economic opportunities for marginalised

communities. Furthermore, technology advancements can fuel research and innovation projects within MUCE, focusing on sustainable solutions for social and environmental challenges.

Generally, by capitalising on these opportunities, MUCE can elevate its CSR initiatives to a higher level of impact and relevance, fostering positive change locally and globally while strengthening its position as a responsible and forward-thinking institution.

3.4 Threats

This section highlights threats that could potentially hinder MUCE's CSR initiatives, requiring careful consideration and proactive mitigation strategies. One of the primary threats to MUCE's CSR efforts is the vulnerability to economic downturns. Economic uncertainties and recessions can significantly affect the availability of funding for CSR projects in two ways.

Firstly, during economic downturns, MUCE funding for CSR initiatives may decrease. MUCE's reliance on external funding sources could lead to budget constraints, limiting the scope and scale of CSR projects.

Secondly, in times of financial stress, MUCE may need to reallocate its budget to prioritise core academic and operational needs, diverting resources away from CSR activities.

The competitive landscape among educational institutions may also present another threat to MUCE's CSR initiatives. As other universities intensify their CSR efforts, MUCE may face some challenges. Firstly, in a crowded CSR landscape, there's a risk of overlapping or duplicative efforts. MUCE shall carefully differentiate its projects to ensure they address unique community needs and provide meaningful contributions. Secondly, a surge in CSR initiatives by multiple institutions in the same region can lead to the dilution of the impact of individual projects. This dilution may result in less effective outcomes for MUCE's initiatives.

Maintaining a positive reputation is crucial for the success of CSR initiatives. Reputation risks can manifest in various ways. Firstly, any controversies, mishandling of funds, or misalignment with community expectations can lead to negative publicity that damages MUCE's reputation and erodes public trust. Secondly, dissatisfaction among key stakeholders, including students, faculty, donors and community members, can weaken support for CSR initiatives and hinder their success.

Mitigating these threats requires a proactive approach, including diversifying funding sources, closely monitoring the economic landscape and maintaining open and transparent communication with stakeholders. By addressing these threats effectively, MUCE can continue to pursue its CSR objectives in a resilient and sustainable manner.

CHAPTER FOUR

POLICY ISSUES, OBJECTIVES, STATEMENTS AND STRATEGIES

4.1 Good Governance and Accountability

4.1.1 Policy Issue

The principles of good governance guide the institutional practices, and transparency and accountability are of utmost importance elements. A formal CSR Policy shall reinforce the commitment to good governance by establishing clear procedures and guidelines for the management of CSR initiatives. It shall define roles and responsibilities, outline decision-making processes and establish mechanisms for monitoring and reporting on the progress and outcomes of CSR projects. The CSR Policy will enhance transparency and accountability, not only to our stakeholders but also to the communities we serve.

4.1.2 Policy Objective

To enhance transparency and accountability in CSR initiatives by establishing clear procedures, guidelines, roles, responsibilities, decision-making processes and monitoring mechanisms.

4.1.3 Policy Statement

The College shall establish clear procedures, guidelines, roles, responsibilities, decision-making processes and monitoring mechanisms to ensure that transparency and accountability remain fundamental elements in all our CSR efforts.

4.1.4 Policy Strategies

The policy strategies for enhancing transparency and accountability in CSR initiatives are as follows:

- (i) Developing clear and well-defined procedures and guidelines for the management of CSR initiatives. This will ensure that all stakeholders understand the processes involved in CSR projects and the expected outcomes.
- (ii) Defining the roles and responsibilities of various stakeholders involved in CSR initiatives. By doing so, it becomes evident who is accountable for each aspect of the CSR projects and how they contribute to the overall objectives.
- (iii) Defining how decisions are made, who is involved and what factors are considered. This will ensure that decisions are fair, consistent and accountable to relevant stakeholders.

- (iv) Preparing regular reports on the progress and outcomes of CSR projects to allow the management and stakeholders to be informed about the status of initiatives, expenditures and the overall impact of the organisation's CSR efforts.

4.2 Strategic and Impactful CSR Framework

4.2.1 Policy Issue

A well-crafted CSR Policy provides a strategic framework that aligns the CSR efforts with the institutional mission, vision and long-term objectives. It enables to identify priority areas for social investment, ensuring that the institution's CSR initiatives have a meaningful and sustainable impact on the communities it serves.

4.2.2 Policy Objective

To align CSR efforts with the institutional mission, vision and long-term objectives and identify priority areas for social investment.

4.2.3 Policy Statement

The College shall ensure that CSR initiatives are well-integrated with the overall goals of the institution and contribute meaningfully to the betterment of society. It shall also identify

priority areas for social investment where its CSR endeavours can have a significant and sustainable impact on the communities it serves.

4.2.4 Policy Strategies

The policy strategies for ensuring CSR initiatives are well-integrated with the institution's overall goals and priority areas for social investment are identified as follows:

- (i) Conducting regular assessments and evaluations to ensure that CSR efforts are in line with the broader goals of the College and complement its core values.
- (ii) Actively engaging with its stakeholders, including students, faculty, staff, local communities and other relevant parties, to gather insights and perspectives on societal needs and challenges.
- (iii) Conduct thorough needs assessments and impact analyses to identify priority areas for social investment.
- (iv) Seeking partnerships and collaborations with other organisations, NGOs, government agencies and community groups to leverage resources, expertise and collective efforts in addressing social issues.

4.3 Financing CSR Activities and Adherence to Financial Standards

4.3.1 Policy Issue

Adequate financing is required to support sustainable CSR projects that can have a lasting positive impact on the targeted communities. Additionally, adherence to financial standards and reporting guidelines is essential to build trust among stakeholders and demonstrate the responsible management of funds.

4.3.2 Policy Objective

To ensure adequate financing for sustainable CSR activities and adhere to financial standards to build trust among stakeholders and demonstrate responsible management of funds.

4.3.3 Policy Statement

The College shall ensure that there is adequate funding to support CSR activities and that the financial aspects of these activities are appropriately accounted for and reported. This will help the College demonstrate its commitment to financial integrity and responsible resource management.

4.3.4 Policy Strategies

The policy strategies for ensuring that the College finance CSR activities and follow the financial standard and regulations are as follows:

- (i) Allocating a certain amount in the College budget for CSR activities.
- (ii) Exploring multiple funding sources for CSR projects, such as seeking grants, forming partnerships with other organisations, or engaging in fundraising activities. This will reduce dependency on a single source and enhance financial sustainability.
- (iii) Conducting thorough cost-benefit analyses for CSR activities to evaluate their economic viability and potential for creating lasting positive impacts.
- (iv) Establishing clear guidelines and protocols for financial management in CSR projects, ensuring compliance with relevant financial regulations and accounting standards.
- (v) Implementing robust internal controls to prevent mismanagement and misappropriation of funds.
- (vi) Conducting internal and external audits of financial records related to CSR activities to ensure accuracy, integrity and compliance with financial standards.

4.4 Utilisation of CSR Funds by Beneficiary Communities

4.4.1 Policy Issue

When an institution allocates funds for CSR activities in specific communities, it is essential to establish mechanisms to ensure that these funds are used responsibly and effectively for the intended social and/or environmental purposes. Responsible financial management by the beneficiary communities helps build trust and accountability between the College, stakeholders and the communities being served.

4.4.2 Policy Objective

To ensure that funds are directed towards addressing the most pressing needs and fostering sustainable development in the target communities.

4.4.3 Policy Statement

The College shall be committed to ensuring responsible and effective utilisation of CSR funds by beneficiaries to enhance financial accountability and maximise the positive impact on the targeted communities.

4.4.5 Policy Strategies

The policy strategies for ensuring the responsible and effective utilisation of CSR funds by beneficiary communities are as follows:

- (i) Providing capacity building and financial literacy programmes to empower the beneficiary communities with the necessary skills and knowledge to manage the received funds responsibly.
- (ii) Ensuring that beneficiary communities maintain transparent and comprehensive financial reporting and documentation of the fund utilisation.
- (iii) Outlining a structured project proposal and approval process to ensure that proposed initiatives align with community needs and the intended objectives of the CSR funding.
- (iv) Emphasising open and continuous communication between the College and beneficiary communities. Regular feedback and dialogue ensure that challenges are addressed promptly and project objectives remain aligned with community needs.

4.5 Enhancing Public Image and Reputation

4.5.1 Policy Issue

CSR activities not only aim to address various social and environmental challenges but also help to positively enhance the public image and reputation of the institution. As such, it is important to ensure that an institution uses CSR activities as a platform for not only showcasing its commitment to social and environmental causes but also enhancing the positive public image.

4.5.2 Policy Objective

To leverage CSR activities as a platform for positively enhancing the institution's public image while addressing various social and environmental challenges.

4.5.3 Policy Statement

The College shall use CSR activities as a platform for enhancing its reputation and public image by engaging in impactful initiatives that demonstrate its commitment to social and/or environmental causes.

4.5.4 Policy Strategies

The policy strategies to achieve the objective of leveraging CSR activities to positively enhance the institution's public image are as follows:

- (i) Sharing compelling stories and impact narratives that highlight the positive outcomes of the College's CSR initiatives.
- (ii) Using real-life examples and testimonials to demonstrate the meaningful difference made in the lives of beneficiaries and communities.
- (iii) Utilising various communication channels such as social media, website, newsletters, press releases and annual reports to effectively disseminate information about the College's CSR efforts. Each channel serves a different audience and can reach a wider demographic.
- (iv) Incorporating engaging visual content such as photos, videos, infographics and graphics to showcase the College's CSR activities and their impact. Visuals are more likely to capture attention and evoke emotions.
- (v) Cultivating positive relationships with media outlets to ensure accurate and favourable coverage of the College's CSR activities. Proactively share press releases and media kits to keep journalists informed.

- (vi) Ensuring that CSR communications align with the College's overall brand and messaging. Consistency in branding reinforces the College's identity and reputation.

4.6 CSR Activities Beyond Providing Financial Support

4.6.1 Policy Issue

The CSR Policy should emphasise CSR activities that extend beyond providing financial support. The policy should also state diverse and tangible forms of support to the community, including consultancy, public services and items. This will help the College reduce dependency on financial support as the only source/means of enhancing CSR activities.

4.6.2 Policy Objective

To promote diversified and tangible forms of support in CSR activities, such as consultancy, public services and items, to reduce the College's dependency on financial support as the sole means of enhancing CSR initiatives.

4.6.3 Policy Statement

The College shall consider other supports such as consultancy, public services, items and CSR initiatives to avoid dependence on financial support.

4.6.4 Policy Strategies

The policy strategies for promoting diversified and tangible forms of support in CSR activities are as follows:

- (i) Implementing programmes to enhance the capacity and skills of College staff and students to provide valuable consultancy services to the community, maximising the impact of their expertise.
- (ii) Conducting regular needs assessments to identify areas where public services and items can have the most significant impact on the community's well-being and development.
- (iii) Develop public service initiatives that address specific community needs, aligning them with the expertise and resources available within the College.
- (iv) Identify essential items that can significantly benefit the community and strategically donate them to reduce specific challenges or enhance local development.
- (v) Encourage College employees and students to actively participate in CSR activities, utilising their skills and time to provide valuable support and services to the community.
- (vi) Collaborate with government agencies to support public services, leveraging their expertise and resources for more extensive community impact.

CHAPTER FIVE

GOVERNANCE OF THE POLICY

5.1 Organisation and Mandate

The governance of the CSR Policy at MUCE is anchored in a structured framework aimed at ensuring the responsible and effective execution of CSR activities. This chapter delineates the roles and responsibilities of key stakeholders within the institution, as well as the mandate guiding the management of CSR initiatives.

5.2 Roles and Responsibilities of Management

The execution of CSR activities at MUCE falls under the purview of the institution's management, including the Principal and the management team. Their roles encompass:

- (i) *Allocation of Dedicated Budget:* Ensuring that a dedicated budget is allocated for CSR activities, thereby providing financial support for initiatives aimed at benefiting the community.
- (ii) *Focus on Long-lasting Impact:* Prioritising CSR activities that have a positive and enduring impact on the community, aligning with the College's commitment to sustainable development.

- (iii) *Avoidance of Redundancy*: Ensuring that no more than one CSR activity is directed to the same organisation or individual within a single financial year, thereby diversifying support.
- (iv) *Budgetary Control*: Ensuring that the total expenditure on CSR activities in any given financial year does not exceed the budgeted amount, thus maintaining financial prudence.
- (v) *Reputation Enhancement*: Emphasising CSR activities that contribute to enhancing the College's reputation and corporate image, aligning with the institution's long-term goals.
- (vi) *Adherence to Ethical Guidelines*: Ensuring that CSR activities do not support controversial matters, including political parties, religious issues, or any inappropriate subjects, unless under exceptional circumstances determined by the Governing Board.
- (vii) *Transparent and Accountable Mechanisms*: Ensuring that CSR activities are not solely supported based on cash in hand, emphasising the importance of transparent and accountable mechanisms for fund utilisation.
- (viii) *Publicity and Media Coverage*: Ensuring appropriate publicity and media coverage for all CSR activities to

promote the College's efforts and raise awareness about its social responsibility initiatives.

5.3 Roles and Responsibilities of the CSR Committee

5.3.1 CSR Committee

The CSR committee shall comprise seven members, including the Director of Public Services and Outreach Programmes, the Director of Research and Innovation, the Head of the Communication and Marketing Unit, the Head of the Internationalization and Convocation Unit and one representative from Health Centre, Estates Department, and Faculty. The Manager of the Finance Unit and the Head of the Legal Services Unit will be invitees. The function of the committee shall be coordinated by the Directorate of Public Services and Outreach Programmes, and the chairperson shall be appointed by the Accounting Officer.

The composition of the CSR committee is strategically designed to ensure comprehensive and effective management of the institution's CSR initiatives. Each member brings unique expertise and perspectives crucial for successful CSR implementation. The director of Public Services and Outreach Programmes is responsible for overseeing the institution's public service initiatives and outreach programmes. S/he possesses

insights into the needs and challenges of the local community, making her/him vital in identifying relevant CSR projects and ensuring alignment with community needs.

The inclusion of the Director of Research and Innovation within the CSR Committee ensures that CSR activities also promote and align with the research and innovation agenda of the College. This member provides valuable insights into how research and innovation can be integrated into CSR initiatives, fostering the development of innovative solutions to community challenges.

Effective communication is essential for the success of CSR initiatives. The Head of the Communication and Marketing Unit ensures that CSR efforts are well-publicised, engaging stakeholders and the public in the organisation's social responsibility activities, thus maximising their impact and visibility.

CSR activities often require financial resources and budget management. The Manager of the Finance Unit plays a critical role in allocating funds for CSR projects, ensuring financial accountability and evaluating the cost-effectiveness of CSR initiatives.

CSR initiatives may involve legal implications and compliance requirements. The Head of the Legal Services Unit ensures that all CSR activities adhere to relevant laws and regulations, mitigating potential legal risks and ensuring responsible conduct.

In a globalised world, CSR initiatives may extend beyond national borders. The Head of the Internationalization and Convocation Unit brings an international perspective to CSR projects, facilitating cross-border collaborations and expanding the organisation's positive impact beyond local communities.

5.3.2 Roles of the CSR Committee

The CSR Committee plays a pivotal role in the governance of CSR activities at MUCE. The committee's roles include:

- (i) *Recommendation of CSR Activities*: Recommending CSR activities based on the College's CSR objectives and government priorities, ensuring alignment with community needs.
- (ii) *Reporting and Documentation*: Reporting on CSR activities in accordance with the College's CSR guidelines, documenting progress and outcomes.
- (iii) *Budget Recommendation*: Recommending the College's annual CSR budget, facilitating financial planning for CSR initiatives.

- (iv) *Funds Monitoring*: Monitoring the allocated CSR funds for approved activities, adhering to the College's Strategic Plan and government priorities.
- (v) *Transparent Monitoring Mechanism*: Establishing a transparent monitoring mechanism for the implementation of CSR initiatives, ensuring accountability and effectiveness.
- (vi) *Regular Program Monitoring*: Continuously monitoring the implementation of CSR programmes, evaluating their impact and making necessary adjustments.
- (vii) *Quarterly Reporting*: Submitting Quarterly Reports to the Governing Board through the relevant committee, providing updates on the College's CSR activities and progress toward CSR goals.

The strategic composition of the CSR Committee, with members drawn from various units and departments, ensures comprehensive and effective management of the institution's CSR initiatives. This governance structure reflects MUCE's commitment to responsible leadership and collaboration with stakeholders to achieve meaningful social impact while adhering to ethical standards and transparency.

5.3.3 Frequency of the Meetings of the CSR Committee

The CSR Committee shall meet quarterly in accordance with the schedules of the MUCE Almanac unless under a certificate of urgency.

5.4 Roles of Other Stakeholders

The successful execution of the CSR Policy at MUCE relies on the active participation and collaboration of various stakeholders. These external entities play crucial roles in ensuring the policy's effectiveness and the positive impact of CSR activities. Other stakeholders and their roles are stipulated below:

- (i) *Ministries and Government Agencies*: Government entities responsible for education, social development and related fields play a key role in providing policy guidance, resource support and regulatory oversight for CSR activities.
- (ii) *Non-State Agencies (NGOs and Civil Society Organizations)*: These organisations collaborate with MUCE to amplify the impact of CSR projects, engage local communities, provide expertise and advocate for social issues.
- (iii) *International Organizations*: Collaboration with international organisations allows MUCE to access global best practices, funding opportunities and expertise,

facilitating cross-border initiatives and capacity building for CSR projects.

These stakeholders, both at the national and international levels, serve as critical partners in the governance and implementation of the CSR Policy.

5.5 Beneficiaries of the CSR support

Beneficiaries of the CSR support shall have the following obligations:

- (i) Ensure that the CSR support is utilised as intended;
- (ii) Acknowledge receipt of the support by sending a letter of acknowledgement; and
- (iii) Provide an implementation status report on the activity funded by the College within 30 days.

Additionally, the CSR Committee may schedule a visit within a reasonable time to assess the implementation progress.

CHAPTER SIX

THE OPERATIONAL GUIDELINES AND PROCEDURES

6.1 CSR Budget

The funding for CSR activities shall be allocated in the budget of the Directorate of Public Services and Outreach Programmes in each financial year. The amount designated for CSR initiatives will vary annually, contingent upon the College's revenue, profits and commitment to social responsibility. This allocation underscores the College's dedication to integrating CSR as a core component of its operations and upholding its role as a responsible corporate citizen.

Prior to the submission of the CSR budget, the CSR committee shall conduct a comprehensive needs assessment to identify the priority areas where CSR interventions are required. This exercise will involve collecting insights and perspectives on the pressing social and environmental challenges faced by the institution and the communities it serves. By involving multiple stakeholders, the CSR committee ensures that the allocated funds are channelled into initiatives that align with the

organisation's mission and values and address the genuine needs of the community.

Recognising the importance of financial sustainability and reducing dependency on a single source, the College shall explore various avenues to augment CSR funding. As noted in section 3.3.4, the College shall proactively seek grants from stakeholders through the College Industrial Advisory Committee, form strategic partnerships with other organisations, and engage in fundraising activities. By diversifying funding sources, the College can broaden the scope and impact of its CSR initiatives, ensuring their continuity and effectiveness in the long term.

The College shall actively pursue collaborative initiatives with external stakeholders, including NGOs, government agencies, corporations and community-based organisations. These partnerships will provide access to additional resources, expertise and support, amplifying the College's ability to implement impactful CSR projects. Engaging in meaningful collaborations also fosters knowledge exchange and enhances the collective effort to address complex societal challenges.

6.2 CSR Expenditure

The CSR expenditure shall include all CSR activities in the budget of the Directorate of Public Services and Outreach Programmes approved by the College Governing Board.

6.3 Reporting

The CSR Committee bears the responsibility of generating quarterly CSR implementation reports channelled through the quarterly report of the Directorate of Public Services and Outreach Programmes. These reports shall encompass the planned and conducted CSR activities, along with their outputs and impact on the community within the respective period. Additionally, the reports shall provide a comprehensive account of the challenges faced during implementation, along with the corresponding mitigation measures employed to address them. This enables a transparent and comprehensive assessment of the College's CSR endeavours and facilitates continuous improvement in the execution of future initiatives.

6.4 Disqualifications for CSR Plan

To safeguard the College's image, certain activities, as detailed in section 2.5, should be avoided in the CSR Plan. The College shall refrain from engaging in the following activities:

- (i) Supporting organisations that practice age, sex, race, culture, religion, national origin, or disability discrimination;
- (ii) Soliciting financial support for politicians, candidates for political office, or political parties;
- (iii) Collaborating with organisations and programmes that are adverse to the College or may potentially create a conflict of interest;
- (iv) Attempting to reward or influence individuals or entities that conduct business with the College or have the potential to generate business for the College;
- (v) Utilising CSR activities in violation of local and international bribery and corruption laws, rules, regulations, or internal College policies and controls; and
- (vi) Prohibiting CSR projects and programmes that solely benefit the College's employees and their families, as per the CSR Rules.

By avoiding these activities, the College can maintain its reputation and ensure that its CSR initiatives align with ethical standards and legal requirements.

CHAPTER SEVEN

MONITORING AND EVALUATION

7.1 Monitoring Mechanism

The CSR Committee (CSRC) holds the responsibility of ensuring the successful implementation and monitoring of projects approved by the College Governing Board. The CSRC shall provide quarterly reports to the Governing Board through the decision-making meetings, outlining the progress of the various projects approved by the Governing Board and assigned to the CSRC for implementation and monitoring. These reports aim to keep the College Management informed of the status and achievements of the CSR projects, allowing for effective oversight and decision-making.

7.2 Review Period

The CSR Policy shall undergo a review every five years unless there is a compelling need for an expedited review under urgent circumstances. This periodic review ensures that the CSR Policy remains relevant and aligned with evolving CSR practices, industry standards and the College's objectives. The flexibility to conduct an unscheduled review under urgent circumstances allows for timely adjustments to address emerging challenges or

opportunities related to CSR initiatives. The review of the Policy will be initiated by the Directorate of Public Services and Outreach Programmes.

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