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MKWAWA UNIVERSITY COLLEGE OF EDUCATION

ASSESSMENT OF THE IMPLEMENTATION OF THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) INITIATIVES FOR THE FINANCIAL YEAR 2025/2026 ENDED 30 JUNE 2026

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LIST OF ABBREVIATIONS AND ACRONYMS

DPGS	Directorate of Postgraduate Studies
DSS	Dean of Students' Services
ESG	Environmental, Social and Governance
ESG Index	Environmental, Social and Governance Composite Index
ESIA	Environmental and Social Impact Assessment
FoED	Faculty of Education
FY	Financial Year
GHG	Greenhouse Gas Protocol
GRI	Global Reporting Initiative
HESLB	Higher Education Students' Loans Board
ICT	Information and Communication Technology
IFRS S1	International Financial Reporting Standard S1 – General Requirements for Disclosure of Sustainability-related Financial Information
IFRS S2	International Financial Reporting Standard S2 – Climate-related Disclosures
IRUWASA	Iringa Rural and Urban Water Supply Authority
ISO	International Organization for Standardization
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MUCE	Mkwawa University College of Education
NEMC	National Environment Management Council
OHS	Occupational Health and Safety
PPP	Public–Private Partnership
Scope 1	Direct Greenhouse Gas Emissions
Scope 2	Indirect Greenhouse Gas Emissions from Purchased Electricity
Scope 3	Other Indirect Greenhouse Gas Emissions
SDGs	Sustainable Development Goals
SP	Strategic Plan
tCO_2e	Tonnes of Carbon Dioxide Equivalent
UDSM	University of Dar es Salaam
UN	United Nations
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
VC	Voluntary Carbon (Market)

GLOSSARY OF KEY TERMS

Biodiversity: The variety of living organisms, including plants, animals, and microorganisms, and the ecosystems in which they exist. In the context of MUCE, it includes the conservation of natural forests, vegetation, and ecological resources within the College campus.

Carbon Footprint: The total amount of greenhouse gas emissions generated directly and indirectly by an institution's activities, expressed as tonnes of carbon dioxide equivalent (tCO_2e).

Carbon Neutrality: A state in which greenhouse gas emissions released into the atmosphere are balanced by emissions removed or offset through activities such as carbon sequestration or emission reduction initiatives.

Carbon Sequestration: The process of capturing and storing atmospheric carbon dioxide through natural systems such as forests, trees, and vegetation, thereby reducing the concentration of greenhouse gases in the atmosphere.

Circular Economy: An economic approach that promotes efficient resource use by minimizing waste through reducing, reusing, recycling, and recovering materials and products.

Climate Resilience: The capacity of an institution to anticipate, prepare for, respond to, and recover from the impacts of climate variability and climate change while maintaining its core functions.

Environmental, Social and Governance (ESG): A framework for evaluating institutional performance based on environmental stewardship, social responsibility, and governance practices to promote sustainable development and long-term organizational value.

ESG Composite Index: A consolidated measure of overall institutional sustainability performance derived from the combined assessment of the Environmental, Social, and Governance pillars.

Greenhouse Gas (GHG) Emissions: Atmospheric gases released from human activities that contribute to global warming, including carbon dioxide (CO_2), methane (CH_4), and nitrous oxide (N_2O), expressed as carbon dioxide equivalent (tCO_2e).

Material Sustainability Issues: Environmental, social, and governance issues that have significant actual or potential impacts on an institution's performance, stakeholder interests, and long-term sustainability.

Renewable Energy: Energy generated from naturally replenishing sources such as solar, wind, hydropower, and biomass, which have minimal environmental impacts compared to fossil fuels.

Resource Efficiency: The sustainable use of energy, water, materials, and other resources to maximize value while minimizing waste and environmental impacts.

Scope 1 Emissions: Direct greenhouse gas emissions from sources owned or controlled by the institution, including fuel combustion in vehicles and generators.

Scope 2 Emissions: Indirect greenhouse gas emissions resulting from the generation of purchased electricity, heating, or cooling consumed by the institution.

Scope 3 Emissions: Other indirect greenhouse gas emissions occurring throughout the institution's value chain, including emissions associated with procurement, waste management, business travel, commuting, and other operational activities.

Stakeholders: Individuals, groups, or organizations that influence, are affected by, or have an interest in the activities and performance of the College, including students, staff, government agencies, partners, communities, and development partners.

Sustainability: The balanced integration of environmental protection, social well-being, and good governance to meet present institutional needs without compromising the ability of future generations to meet their own needs.

Sustainability Reporting: The systematic process of measuring, documenting, and communicating an institution's environmental, social, governance, and economic performance to stakeholders.

PRIFACE

It is with great pleasure that I present the inaugural Mkwawa University College of Education (MUCE) Sustainability and Environmental, Social and Governance (ESG) Status Report for the Financial Year 2025/2026. This Report marks a significant milestone in the College's sustainability journey and demonstrates our commitment to integrating environmental stewardship, social responsibility, and good governance into our core mandates of teaching, research, innovation, consultancy, and public service.

The publication of this Report follows the successful development of the MUCE ESG Policy and Framework and the integration of ESG priorities into the College Strategic Plan (2026/2027–2030/2031). As the College's first sustainability report, it establishes a baseline for measuring institutional ESG performance and provides a foundation for continuous monitoring, reporting, and improvement. The findings indicate that MUCE has established a strong sustainability foundation, reflected by an overall ESG Composite Index of 71.6 percent, while also identifying strategic opportunities to strengthen environmental performance, climate resilience, resource efficiency, and institutional sustainability.

At MUCE, we believe that the role of a higher education institution extends beyond academic excellence. We are committed to developing graduates who are innovative, ethically grounded, socially responsible, and environmentally conscious, while ensuring that our institutional practices contribute to sustainable national development. We therefore regard sustainability as an integral component of institutional excellence and long-term resilience.

I extend my sincere appreciation to the Governing Board, Management, staff, students, and all stakeholders whose commitment and collaboration made the preparation of this inaugural Report possible. Their collective efforts reaffirm that sustainability is a shared responsibility and a continuous journey. It is my expectation that this Report will serve as an important reference for institutional planning, decision-making, performance monitoring, and stakeholder engagement, while guiding MUCE towards becoming a leading model of sustainability and responsible governance among higher education institutions.

Prof. Method Samwel Semiono
Principal, **Mkwawa University College of Education**

EXECUTIVE SUMMARY

The Mkwawa University College of Education (MUCE) Sustainability and Environmental, Social and Governance (ESG) Status Report for the Financial Year 2025/2026 is the College's inaugural sustainability report, prepared to provide a comprehensive assessment of institutional sustainability performance and establish a baseline for future ESG monitoring and reporting. The Report follows the development of the MUCE ESG Policy and Framework and the mainstreaming of ESG priorities into the College Strategic Plan (2026/2027–2030/2031), marking an important milestone in institutionalizing sustainability across the College's core functions.

The Report was prepared using a mixed-methods approach that integrated qualitative and quantitative information from institutional records, stakeholder consultations, policy and document reviews, and sustainability assessments. Environmental baseline indicators, including greenhouse gas emissions, carbon sequestration, water consumption, and electricity utilization, were derived from verified FY2024/2025 operational data, while the remaining institutional performance reflects achievements recorded during FY2025/2026.

The Self-Assessment indicates that MUCE has established a strong foundation for institutional sustainability, achieving an overall ESG Composite Index of 71.6 percent. Governance recorded the highest performance (78.0 percent), reflecting strong leadership, accountability, and institutional management systems, followed by Social Sustainability (72.0 percent), demonstrating notable achievements in teaching and learning, research and innovation, student and staff welfare, inclusion, and community engagement. Environmental Sustainability attained 65.0 percent, highlighting the College's strong environmental conservation efforts while identifying priority areas for improvement, including renewable energy adoption, climate resilience, waste management, and resource efficiency.

The Report also establishes the College's inaugural environmental sustainability baseline, estimating Scope 1 and Scope 2 greenhouse gas emissions at 127.80 tCO_2e and annual carbon sequestration at 302.73 tCO_2e. Baseline indicators for water consumption, electricity utilization, and other environmental metrics provide a foundation for monitoring sustainability performance, while the progressive inclusion of relevant Scope 3 emissions will strengthen future climate reporting.

Overall, the Report concludes that MUCE has successfully transitioned from fragmented sustainability initiatives to an integrated ESG management approach supported by institutional policies, governance structures, and strategic planning. As the inaugural Sustainability and ESG Status Report, it establishes the institutional baseline for measuring future progress while reaffirming the College's commitment to environmental stewardship, social responsibility, good governance, and continuous improvement.

CHAPTER ONE

INTRODUCTION

1.1 Background

Sustainability has emerged as one of the defining priorities of the twenty-first century, driven by increasing concerns over climate change, environmental degradation, social inequalities, resource scarcity, and the growing demand for transparent and accountable governance. Institutions across the world are increasingly expected to create long-term value while balancing economic performance with environmental stewardship, social responsibility, and sound governance practices. These expectations have elevated Environmental, Social and Governance (ESG) principles from voluntary corporate initiatives to strategic management frameworks adopted by governments, private sector organizations, financial institutions, and higher education institutions.

Higher education institutions occupy a unique position in advancing sustainable development. Beyond their traditional mandates of teaching, research, and public service, universities generate knowledge, foster innovation, develop future leaders, and influence societal transformation. Consequently, universities are increasingly expected to demonstrate sustainability not only through academic programmes and research outputs but also through responsible institutional governance, prudent resource management, environmental conservation, social inclusion, ethical leadership, and meaningful community engagement.

In Tanzania, national development aspirations articulated in the Development Vision 2050, the National Environmental Policy, the National Climate Change Response Strategy, and other sectoral frameworks underscore the importance of sustainable development and responsible institutional governance. These national priorities are complemented by global commitments, including the United Nations Sustainable Development Goals (SDGs), the Paris Agreement on Climate Change, and the growing international emphasis on ESG disclosure and sustainability reporting. Collectively, these frameworks encourage institutions to integrate sustainability into planning, operations, investment decisions, and performance management.

Recognizing these evolving expectations, Mkwawa University College of Education (MUCE) has progressively embedded sustainability principles within its institutional operations. Over the years, the College has implemented numerous initiatives related to environmental conservation, gender equality, occupational health and safety, community engagement, ethical governance, research and innovation, financial accountability, and inclusive education. These efforts have been guided by various institutional policies, regulations, and strategic initiatives, demonstrating the College's longstanding commitment to responsible institutional management.

Despite these achievements, sustainability-related initiatives have historically been implemented through individual departments and functional units with limited institutional integration under a unified Environmental, Social and Governance (ESG) framework. The absence of a centralized coordination mechanism and comprehensive sustainability reporting limited the College's ability to systematically measure, communicate, and continuously improve its overall ESG performance.

To address this gap, MUCE developed its Environmental, Social and Governance (ESG) Policy and Framework, providing a comprehensive institutional framework for integrating sustainability into governance systems, planning processes, operational management, and performance monitoring. The Policy establishes strategic objectives, implementation arrangements, key performance indicators, and institutional responsibilities that collectively position sustainability as an integral component of the College's long-term development agenda. In addition, ESG priorities and performance targets have been mainstreamed into the MUCE Strategic Plan (2026/2027–2030/2031), ensuring that sustainability considerations are embedded within the College's strategic planning and institutional performance management systems.

This inaugural MUCE Sustainability and ESG Status Report has therefore been prepared to establish the first comprehensive institutional baseline of sustainability performance. The Report documents the College's ESG journey, assesses the current status of sustainability across the Environmental, Social, and Governance pillars, highlights key achievements and emerging challenges, and identifies strategic priorities that will guide implementation during the 2026/2027 financial year and beyond. As the first report of its kind at MUCE, it provides the foundation upon which future quarterly ESG reports and annual sustainability reports will be developed, thereby institutionalizing a culture of sustainability reporting, accountability, and continuous learning.

1.2 Purpose of the Report

The purpose of this inaugural Sustainability and ESG Status Report is to present a comprehensive institutional self-assessment of the Environmental, Social and Governance (ESG) performance of MUCE as at the end of the 2025/2026 Financial Year. The Report establishes the first institutional sustainability baseline against which future ESG performance will be measured and monitored.

Specifically, the Report documents the College's sustainability journey, assesses institutional performance across the Environmental, Social and Governance pillars, highlights significant achievements and emerging challenges, and identifies strategic opportunities for strengthening sustainability practices across academic, administrative, financial, environmental, and community engagement functions.

The Report also operationalizes the implementation of the MUCE Environmental, Social and Governance (ESG) Policy and Framework by translating institutional commitments

into measurable performance information. Furthermore, it demonstrates the alignment of sustainability initiatives with the MUCE Strategic Plan (2026/2027–2030/2031), national development priorities, and internationally recognized sustainability principles.

As the inaugural institutional sustainability publication, the Report establishes a foundation for evidence-based decision-making, institutional accountability, performance monitoring, and continuous improvement. It also provides the baseline upon which quarterly ESG reports and future annual Sustainability and ESG Status Reports will be developed, thereby institutionalizing sustainability reporting within the governance and management systems of the College.

1.3 Objectives of the Report

The objectives of this Report are to:

i. Establish the inaugural institutional baseline for Environmental, Social and Governance (ESG) performance at Mkwawa University College of Education.
ii. Document the evolution of sustainability initiatives and the institutional journey towards integrated ESG management.
iii. Assess the current status of environmental stewardship, social responsibility, and governance practices using qualitative and quantitative evidence.
iv. Present key sustainability achievements, best practices, challenges, risks, and emerging opportunities across the College.
v. Demonstrate the alignment of institutional sustainability initiatives with the MUCE Strategic Plan (2026/2027–2030/2031), the ESG Policy and Framework, national priorities, and global sustainable development aspirations.
vi. Strengthen institutional accountability and transparency through systematic sustainability reporting.
vii. Provide evidence to support strategic planning, policy implementation, resource allocation, and management decision-making.
viii. Establish a benchmark for monitoring progress towards the five-year ESG targets and facilitate continuous improvement in institutional sustainability performance.
ix. Lay the foundation for quarterly ESG reporting and future annual Sustainability and ESG Status Reports at MUCE.

1.4 Scope of the Report

This Report presents the Sustainability and Environmental, Social and Governance (ESG) performance of MUCE for the Financial Year 2025/2026. As the inaugural Sustainability and ESG Status Report, it establishes the institutional baseline upon which future quarterly and annual ESG reporting will be anchored.

The Report covers sustainability performance across the three interconnected ESG pillars, namely Environmental Stewardship, Social Responsibility, and Governance. It assesses

institutional policies, programmes, projects, operational practices, and performance outcomes implemented across academic, administrative, research, outreach, and support functions of the College.

The Environmental dimension examines institutional performance relating to natural resource management, biodiversity conservation, climate change mitigation, greenhouse gas emissions, energy utilization, water management, waste management, environmental compliance, and environmental awareness initiatives.

The Social dimension covers institutional contributions towards quality education, research and innovation, student welfare, staff development, occupational health and safety, gender equality, diversity and inclusion, community engagement, consultancy services, and other initiatives that enhance social wellbeing and institutional impact.

The Governance dimension assesses the effectiveness of governance structures, leadership, ethical conduct, risk management, financial sustainability, internal control systems, transparency, accountability, resource mobilization, digital transformation, and compliance with applicable legal and regulatory frameworks.

The Report draws upon institutional records, policy documents, strategic plan, stakeholder consultations, administrative reports, and quantitative performance data available as of 30 June 2026. Where appropriate, baseline information generated during the development of the MUCE ESG Policy and Framework has been incorporated to establish reference values for future performance monitoring.

1.5 Methodology

The preparation of this inaugural MUCE Sustainability and ESG Status Report adopted an institutional self-assessment approach, supported by mixed methods that integrated qualitative and quantitative information from multiple institutional sources to provide a comprehensive, reliable, and evidence-based assessment of the College's sustainability performance. The self-assessment was undertaken to establish the College's inaugural ESG baseline, identify institutional strengths, gaps, emerging risks, and priority areas for improvement, and provide a foundation for future ESG planning, implementation, monitoring, and reporting.

The Report primarily draws upon information generated during the development of the MUCE Environmental, Social and Governance (ESG) Policy and Framework, including the institutional situational analysis, stakeholder consultations, document reviews, sustainability baseline assessment, and ESG performance indicators. Additional information was obtained from institutional administrative records, strategic planning documents, annual operational reports, committee reports, financial records, research and innovation reports, human resource records, environmental management reports, and other official College documents. Quantitative data were analysed using descriptive

statistical techniques, while qualitative information was analysed thematically and synthesized under the Environmental, Social, and Governance (ESG) pillars.

Environmental performance indicators, including greenhouse gas (GHG) emissions, carbon sequestration capacity, water consumption, electricity utilization, and resource intensity, were calculated using FY2024/2025 operational data, which represented the most recent complete and verified annual dataset available during preparation of this inaugural Report. These indicators therefore establish the College's environmental sustainability baseline against which future performance will be monitored and compared. The remaining institutional performance information reflects FY2025/2026 achievements and operational status. To enhance credibility, all information was triangulated using multiple institutional sources and validated against approved policies, strategic objectives, and documented operational achievements, ensuring that the Report provides a transparent, evidence-based, and integrated institutional self-assessment of MUCE's sustainability performance.

For this inaugural Report, greenhouse gas (GHG) emissions were quantified based on Scope 1 (direct emissions) and Scope 2 (indirect emissions from purchased electricity) in accordance with the organizational reporting boundary adopted by the College. Although Scope 3 emissions constitute an important component of comprehensive GHG accounting, they have not been included in this baseline assessment due to the current limitations in institutional data availability, measurement systems, and reporting capacity. The College will progressively strengthen its GHG inventory and data management systems to facilitate the phased inclusion of relevant Scope 3 emission categories in future Sustainability and ESG Status Reports.

1.6 Organization of the Report

The Report is organized into four chapters. Chapter One introduces the Report by presenting the background, purpose, objectives, scope, methodology, and overall organization of the study. Chapter Two provides the institutional sustainability context by presenting the profile of Mkwawa University College of Education (MUCE), its sustainability journey, ESG governance and institutional arrangements, reporting methodology, stakeholder engagement, material sustainability issues, and the strategic framework underpinning Environmental, Social and Governance (ESG) implementation. Chapter Three presents the comprehensive assessment of the College's ESG performance during FY2025/2026, covering the Environmental, Social, and Governance pillars, together with institutional sustainability achievements, baseline performance indicators, and the overall ESG performance assessment. Chapter Four concludes the Report by synthesizing the key findings, highlighting emerging ESG risks and strategic priorities, and presenting recommendations and the future outlook to guide the implementation of the MUCE ESG Policy and Framework and the Strategic Plan (2026/2027–2030/2031).

CHAPTER TWO

INSTITUTIONAL PROFILE, SUSTAINABILITY CONTEXT AND ESG JOURNEY

2.1 Introduction

This chapter presents the institutional profile, sustainability context, and Environmental, Social and Governance (ESG) journey of Mkwawa University College of Education (MUCE). It provides the institutional context within which sustainability initiatives have evolved and explains the strategic rationale for adopting an integrated ESG approach.

As a constituent college of the University of Dar es Salaam, MUCE plays a vital role in advancing higher education through teaching, research, consultancy, innovation, and public service. In fulfilling this mandate, the College interacts continuously with society, the economy, and the natural environment. Consequently, its long-term success depends not only on academic excellence but also on responsible stewardship of environmental resources, promotion of social wellbeing, and maintenance of effective governance systems.

Although the formal institutionalization of ESG is recent, sustainability principles have long been reflected in the College's policies, operational practices, infrastructure development, environmental conservation initiatives, research activities, community engagement programmes, and governance arrangements. These initiatives have collectively contributed to building a resilient institution capable of responding to emerging sustainability challenges and opportunities.

The chapter therefore demonstrates that the establishment of the ESG Policy and Framework does not represent the beginning of sustainability at MUCE. Rather, it marks the transition from decentralized sustainability initiatives to an integrated institutional framework that coordinates planning, implementation, performance monitoring, reporting, and continuous improvement across all functional areas of the College.

The chapter is organized into three main sections. The first presents the institutional profile of the College, highlighting its history, mandate, strategic direction, and institutional resources. The second examines the sustainability context within which the College operates, including its environmental, social, and governance foundations. The third traces the evolution of the College's ESG journey, culminating in the development of the ESG Policy and Framework, mainstreaming of ESG into the Strategic Plan (2026/2027–2030/2031), establishment of the ESG Coordination function, and commencement of institutional sustainability reporting.

2.2 About Mkwawa University College of Education

MUCE is a constituent college of the University of Dar es Salaam established to expand access to quality higher education, particularly in teacher education, educational research, and community development. Since its establishment, the College has grown into a multidisciplinary academic institution that contributes significantly to national human capital development through teaching, research, consultancy, innovation, and public service.

The College operates within a governance framework established by the University of Dar es Salaam and the laws, regulations, and policies governing public higher education institutions in the United Republic of Tanzania. Through its academic programmes, research activities, consultancy services, and community engagement initiatives, MUCE contributes to the realization of national development priorities while promoting ethical leadership, lifelong learning, scientific inquiry, and evidence-based decision-making.

Situated in Iringa Region, the College occupies approximately 256.3 hectares, characterized by rolling hills, natural forests, open landscapes, and ecologically significant conservation areas. This unique environmental setting provides an enabling environment for learning and research while simultaneously positioning the College as an important steward of biodiversity, ecosystem conservation, climate resilience, and sustainable land management.

The College community comprises students, academic staff, administrative personnel, governing organs, alumni, development partners, and surrounding communities who collectively contribute to the achievement of the institution's mission. Through this broad stakeholder network, MUCE generates value not only within the education sector but also through knowledge creation, innovation, professional services, policy support, and community empowerment.

As a public higher learning institution, MUCE recognizes that institutional excellence extends beyond academic performance. Sustainable management of natural resources, responsible governance, social inclusion, financial resilience, and ethical leadership are increasingly important dimensions of institutional effectiveness. These principles underpin the College's commitment to Environmental, Social and Governance (ESG) integration as a strategic approach for enhancing institutional sustainability and long-term societal impact.

2.3 Institutional Profile at a Glance

Mkwawa University College of Education (MUCE) possesses significant institutional assets that provide a strong foundation for sustainable development and long-term organizational resilience. The College combines extensive natural resources, academic

excellence, human capital, governance systems, and strategic partnerships to deliver its core mandate of teaching, research, consultancy, innovation, and public service. Table 1 presents a summary of the institutional profile that forms the foundation of the College's Environmental, Social and Governance (ESG) performance.

Table 1: MUCE Institutional Profile (FY2025/2026)

Item	Status
Institution	Mkwawa University College of Education
Parent Institution	University of Dar es Salaam
Location	Iringa Region, Tanzania
Campus Area	256.3 hectares
Protected Conservation Forest	31.19 hectares
Registered Student Population	5,202
Staff Population	484
Total Institutional Population	5,686
Reporting Period	FY2025/2026
ESG Reporting Status	Inaugural Sustainability and ESG Report

The College's extensive campus provides an exceptional strategic advantage for integrating environmental conservation, climate resilience, research, innovation, sustainable infrastructure development, and experiential learning. The coexistence of academic facilities with protected natural ecosystems uniquely positions MUCE to demonstrate how higher education institutions can balance educational excellence with environmental stewardship.

The institutional population of approximately 5,783 students and staff represents both a responsibility and an opportunity for advancing sustainable development. Through teaching, research, innovation, outreach programmes, and community engagement, the College has the potential to influence sustainability practices well beyond the campus and contribute meaningfully to national and global sustainable development aspirations.

2.4 Institutional Assets Supporting Sustainability

The ability of an institution to achieve long-term sustainability depends not only on financial resources but also on the effective management of its natural, human, intellectual, social, physical, and institutional capital. Collectively, these resources enable MUCE to create value for students, staff, government, communities, development partners, and society at large.

2.4.1 Natural Capital

MUCE possesses one of its most valuable sustainability assets in its natural environment. The College occupies approximately 256.3 hectares, including protected forest areas, natural vegetation, rolling hills, and ecologically sensitive landscapes. These resources support biodiversity conservation, carbon sequestration, environmental education, scientific research, recreation, and climate resilience. The natural environment also contributes to the attractiveness of the campus and provides opportunities for future green investments, renewable energy development, eco-tourism, and environmental research.

2.4.2 Human Capital

The College's students, academic staff, researchers, administrative personnel, and support staff constitute its most important human resource. Their knowledge, experience, professionalism, creativity, and commitment drive teaching excellence, research productivity, innovation, public service, and institutional governance. Continuous investment in staff development, student success, leadership, and wellbeing therefore remains fundamental to sustainable institutional growth.

2.4.3 Intellectual Capital

As a higher education institution, MUCE generates intellectual capital through teaching, research, consultancy, innovation, publications, and knowledge dissemination. Research outputs, innovative technologies, academic programmes, consultancy services, and policy contributions not only strengthen the institution's reputation but also contribute directly to national development and sustainable solutions for societal challenges.

2.4.4 Physical Capital

The College's physical assets—including academic buildings, laboratories, libraries, ICT infrastructure, utilities, roads, water systems, sports facilities, and other infrastructure—provide the operational platform for delivering quality education and institutional services. Sustainable planning, maintenance, modernization, and climate-resilient infrastructure development enhance the long-term value and efficiency of these assets.

2.4.5 Social Capital

MUCE maintains strong relationships with students, alumni, surrounding communities, government institutions, development partners, professional bodies, and other stakeholders. These partnerships facilitate collaborative research, community outreach, knowledge exchange, resource mobilization, and public engagement, thereby strengthening the College's contribution to inclusive and sustainable development.

2.4.6 Institutional and Governance Capital

The College has established governance structures, policies, regulations, strategic plans, financial management systems, internal control mechanisms, risk management

frameworks, and quality assurance systems that collectively promote accountability, transparency, ethical leadership, and responsible decision-making. The recent development of the ESG Policy and Framework further strengthens this governance architecture by integrating sustainability into institutional planning, implementation, monitoring, and reporting.

2.5 MUCE Sustainability Context

The operating environment for higher education institutions has undergone significant transformation over the past decade. Universities are increasingly expected to demonstrate not only excellence in teaching, research, and community service, but also responsible stewardship of environmental resources, promotion of social wellbeing, sound governance, financial resilience, and measurable contributions to sustainable development. Consequently, sustainability has become an integral component of institutional competitiveness, accountability, and long-term resilience.

For Mkwawa University College of Education (MUCE), sustainability is closely linked to its core mandate and strategic aspirations. As a public higher learning institution entrusted with developing future professionals, generating knowledge, and serving society, the College has both an opportunity and a responsibility to integrate sustainability principles into its academic, administrative, and operational functions. Sustainable institutional management ensures that the College continues to deliver quality education and public value while safeguarding environmental resources, strengthening social inclusion, and promoting responsible governance.

The College's sustainability context is shaped by a combination of institutional characteristics and external drivers. Internally, MUCE benefits from extensive natural resources, established governance systems, experienced human capital, active research and innovation programmes, and a strong tradition of community engagement. Externally, the College operates within an evolving policy environment that emphasizes climate action, environmental conservation, gender equality, inclusive development, transparency, accountability, and efficient resource utilization. These expectations are reflected in national legislation, higher education reforms, public sector governance frameworks, and international sustainability commitments.

The College has progressively responded to these expectations through a range of initiatives that collectively demonstrate its commitment to sustainable development. These include environmental conservation and tree planting programmes, integration of Environmental and Social Impact Assessments (ESIA) into infrastructure projects, promotion of gender equality and inclusion, strengthening of occupational health and safety measures, enhancement of research and innovation, implementation of community outreach programmes, and continuous improvement of governance, financial management, and risk management systems.

Nevertheless, the sustainability assessment conducted during the preparation of the MUCE ESG Policy and Framework revealed that these initiatives have historically been implemented within individual departments and functional units with limited institutional integration. While many practices reflected ESG principles, they were generally managed through sector-specific policies and reporting systems rather than a unified institutional sustainability framework. This fragmented approach constrained the College's ability to comprehensively measure sustainability performance, monitor progress across the three ESG pillars, communicate achievements to stakeholders, and identify opportunities for continuous improvement.

The establishment of the ESG Policy and Framework therefore represents a strategic response to these institutional and external developments. It provides an integrated framework for coordinating sustainability initiatives, strengthening institutional accountability, harmonizing performance measurement, and embedding ESG considerations into planning, budgeting, implementation, monitoring, reporting, and decision-making processes. Through this transition, MUCE is positioning sustainability not as a standalone programme but as a cross-cutting management philosophy that supports institutional excellence, resilience, innovation, and long-term value creation.

2.6 Evolution of Sustainability at MUCE

The journey towards institutional sustainability at MUCE has been progressive rather than abrupt. Long before the formal adoption of the Environmental, Social and Governance (ESG) Policy and Framework, the College had already embedded sustainability principles across several aspects of its operations through policies, programmes, administrative systems, and institutional practices.

Environmental stewardship has long been reflected in initiatives such as forest conservation, annual tree planting campaigns, environmental sanitation programmes, protection of ecologically sensitive areas, integration of Environmental and Social Impact Assessments (ESIA) into infrastructure development, and enforcement of environmental management practices across the campus. These initiatives have contributed to preserving the College's natural environment while promoting environmental awareness among staff, students, and surrounding communities.

Similarly, the social dimension of sustainability has been advanced through the provision of quality education, promotion of research and innovation, consultancy services, community outreach programmes, student welfare services, gender mainstreaming initiatives, occupational health and safety measures, diversity and inclusion policies, and capacity-building programmes for staff. Collectively, these initiatives have strengthened the College's contribution to human capital development and societal transformation.

Governance-related sustainability practices have equally evolved through the establishment of robust financial management systems, internal audit functions, procurement regulations, risk management frameworks, strategic planning processes, quality assurance mechanisms, and institutional policies that promote accountability, transparency, ethical conduct, and prudent resource management. These governance systems have provided the institutional stability necessary for sustainable growth and responsible decision-making.

Despite these achievements, sustainability initiatives remained largely decentralized, with implementation and reporting occurring independently across various departments and functional units. The absence of a coordinated institutional framework limited the College's ability to consolidate sustainability information, monitor overall ESG performance, communicate institutional achievements comprehensively, and strategically align sustainability initiatives with long-term institutional objectives.

Recognizing these opportunities, the College initiated a deliberate process to institutionalize sustainability through the development of the MUCE Environmental, Social and Governance (ESG) Policy and Framework. The process involved extensive document reviews, stakeholder consultations, institutional assessments, sustainability baseline studies, and benchmarking of good practices. These efforts culminated in the development and approval of the ESG Policy and Framework, which established a unified institutional vision for sustainability and provided strategic guidance for coordinated implementation across the College.

The mainstreaming of ESG priorities into the MUCE Strategic Plan (2026/2027–2030/2031), together with the establishment of the ESG Coordination function and the preparation of this inaugural Sustainability and ESG Status Report, marks a significant milestone in the College's sustainability journey. These developments signify the transition from fragmented sustainability initiatives towards an integrated ESG management system characterized by coordinated planning, evidence-based monitoring, institutional learning, transparent reporting, and continuous improvement.

2.7 The MUCE ESG Journey

The establishment of Environmental, Social and Governance (ESG) at MUCE represents the culmination of a deliberate institutional transformation rather than the introduction of an entirely new agenda. It reflects the College's strategic recognition that long-term institutional excellence requires coordinated management of environmental stewardship, social responsibility, and governance performance alongside its traditional mandates of teaching, research, consultancy, innovation, and public service.

The journey began with the recognition that although numerous sustainability-related initiatives were being successfully implemented across the College, these efforts were

largely coordinated through individual departments under separate policies, plans, and reporting systems. Environmental conservation, gender mainstreaming, occupational health and safety, community engagement, financial accountability, risk management, quality assurance, and other sustainability initiatives existed independently without a unified institutional framework for coordination, measurement, and reporting.

Recognizing this opportunity, the College spearheaded the development of the Environmental, Social and Governance (ESG) Policy and Framework. The process adopted a participatory and evidence-based approach involving comprehensive document reviews, institutional assessments, stakeholder consultations, benchmarking of national and international good practices, and sustainability baseline studies. The exercise enabled the College to identify existing strengths, institutional gaps, strategic priorities, and opportunities for strengthening sustainability management.

The situational analysis confirmed that MUCE possessed substantial institutional assets and well-established governance systems capable of supporting sustainability. Existing environmental conservation programmes, social inclusion initiatives, governance structures, research capacity, and community engagement activities demonstrated that sustainability principles were already embedded across institutional operations. However, the assessment also revealed that the absence of a centralized coordination mechanism limited institutional visibility, performance monitoring, integrated reporting, and strategic decision-making on sustainability matters.

Based on these findings, the College developed the MUCE Environmental, Social and Governance (ESG) Policy and Framework to provide a comprehensive institutional roadmap for integrating sustainability into planning, budgeting, implementation, monitoring, evaluation, reporting, and continuous improvement. The Policy introduced institutional ESG objectives, implementation arrangements, performance indicators, and governance mechanisms that collectively transformed sustainability from a collection of individual initiatives into an integrated institutional management framework.

A major milestone in this journey was the mainstreaming of ESG priorities into the MUCE Strategic Plan (2026/2027–2030/2031). By embedding sustainability objectives, targets, and performance indicators within the Strategic Plan, the College demonstrated that ESG had become an integral component of institutional development rather than a stand-alone programme. This alignment ensures that sustainability considerations are systematically reflected in strategic planning, annual budgeting, performance monitoring, infrastructure development, research, teaching, student services, and institutional governance.

The establishment of the ESG Coordination function further strengthened institutional capacity by providing a focal point for coordinating implementation, monitoring institutional performance, facilitating stakeholder engagement, promoting sustainability

awareness, consolidating ESG information, and preparing institutional sustainability reports.

The preparation of this inaugural Sustainability and ESG Status Report represents another landmark achievement in the College's ESG journey. For the first time, MUCE is presenting a consolidated assessment of its sustainability performance across the Environmental, Social, and Governance pillars. The Report establishes institutional baseline indicators, documents achievements and challenges, and creates a transparent mechanism for monitoring progress towards the sustainability commitments contained in the ESG Policy and the Strategic Plan.

The College therefore enters a new phase of institutional development characterized by coordinated sustainability governance, evidence-based performance management, transparent reporting, continuous learning, and strategic improvement. Going forward, quarterly ESG reporting, annual sustainability reporting, and periodic policy reviews will enable the College to monitor progress, strengthen accountability, and continually enhance its contribution to sustainable development.

2.8 Institutional ESG Baseline and Maturity Assessment

The development of the Environmental, Social and Governance (ESG) Policy and Framework provided the College with an opportunity to undertake its first comprehensive institutional sustainability assessment. The assessment established the baseline upon which future ESG implementation, monitoring, evaluation, and reporting will be anchored.

The baseline assessment drew upon institutional surveys, stakeholder consultations, document reviews, environmental assessments, and analysis of existing governance systems. The findings confirmed that sustainability principles had already been integrated across numerous institutional functions. However, implementation remained largely decentralized, with limited institutional coordination and consolidated performance reporting.

The assessment generated an overall ESG Composite Index of 71.6 percent, indicating that MUCE has established a strong institutional foundation for sustainability while identifying opportunities for strengthening implementation, environmental performance, performance measurement, and integrated reporting.

Performance across the three ESG pillars revealed varying levels of institutional maturity. Governance recorded the highest performance, reflecting the existence of well-established governance structures, regulatory frameworks, financial management systems, internal audit arrangements, procurement systems, and risk management practices. Social Sustainability also demonstrated strong performance, supported by institutional achievements in teaching, research, innovation, gender equality, community engagement, student services, and staff development. Environmental Sustainability,

while demonstrating considerable strengths in biodiversity conservation, tree planting, and environmental stewardship, presents the greatest opportunity for improvement through enhanced climate action, renewable energy adoption, waste management, resource efficiency, and environmental performance monitoring.

The findings indicate that the College has progressed beyond the foundational stages of sustainability awareness and policy development. The establishment of the ESG Policy and Framework, integration of ESG objectives into the Strategic Plan (2026/2027–2030/2031), appointment of the ESG Coordination function, and preparation of this inaugural Sustainability and ESG Status Report collectively signify a transition towards coordinated institutional sustainability management.

Consequently, the immediate institutional priority is not the creation of new sustainability systems but the consolidation, coordination, measurement, and continuous improvement of existing initiatives. Strengthening institutional data systems, mainstreaming ESG into planning and budgeting, enhancing stakeholder participation, and institutionalizing quarterly sustainability reporting will be essential for advancing the College towards higher levels of ESG maturity over the coming years.

Table 2: MUCE ESG Self-Assessment Baseline Performance (FY2025/2026)

ESG Pillar	Baseline Score	Interpretation
Environmental	65.0%	Moderate performance with significant opportunities for improvement in climate action, renewable energy, resource efficiency, and environmental performance management.
Social	72.0%	Strong institutional performance in education, research, innovation, student welfare, gender equality, inclusion, and community engagement.
Governance	78.0%	Well-established governance systems characterized by accountability, internal controls, risk management, policy frameworks, and strategic leadership.
Overall ESG Composite Index	71.6%	The College has established a solid foundation for institutional sustainability and is transitioning towards integrated ESG implementation and reporting.

The baseline assessment demonstrates that MUCE is not starting its sustainability journey from the beginning. Rather, the College has entered a new phase of institutional maturity in which existing environmental, social, and governance initiatives are being coordinated through a unified ESG management framework. The strategic challenge ahead is to transform established commitments into measurable outcomes through robust implementation, data-driven monitoring, and continuous institutional learning.

2.9 ESG Governance and Institutional Arrangements

The successful implementation of Environmental, Social and Governance (ESG) principles at MUCE is supported by an integrated governance framework that embeds sustainability within the College's existing leadership, planning, and management systems. Guided by the MUCE ESG Policy and Framework, the College has adopted an institution-wide approach in which ESG responsibilities are coordinated through established governance structures and implemented by academic and administrative units in line with their respective mandates. This approach ensures that sustainability is treated as a cross-cutting institutional priority rather than a stand-alone programme.

To reinforce accountability and continuous improvement, ESG considerations are being mainstreamed into strategic planning, budgeting, monitoring and evaluation, risk management, internal audit, and institutional reporting processes. The publication of this inaugural Sustainability and ESG Status Report marks an important milestone in MUCE's sustainability journey by establishing a baseline for measuring progress and informing evidence-based decision-making. A detailed description of the governance structure, institutional arrangements, and implementation mechanisms is presented in Chapter Three.

CHAPTER THREE

MUCE SUSTAINABILITY AND ESG PERFORMANCE ASSESSMENT

3.1 Introduction

This chapter presents the inaugural assessment of the Environmental, Social and Governance (ESG) performance of Mkwawa University College of Education (MUCE) for the Financial Year 2025/2026. It provides a comprehensive evaluation of the College's sustainability performance based on institutional records, environmental assessments, governance systems, operational practices, stakeholder engagements, and performance indicators established under the MUCE ESG Policy and Framework.

As the first institutional Sustainability and ESG Status Report, the assessment establishes the baseline against which future quarterly and annual sustainability performance will be monitored. It also provides Management, the Governing Board, staff, students, development partners, and other stakeholders with a transparent account of the College's progress in integrating sustainability into its core functions.

The assessment is organized around the three internationally recognized ESG pillars, namely Environmental Stewardship, Social Responsibility, and Governance Excellence which together reflect the College's commitment to responsible institutional management, academic excellence, environmental conservation, and sustainable development.

Rather than presenting sustainability as a separate institutional function, this chapter demonstrates how ESG principles are increasingly embedded across teaching, research, innovation, community engagement, institutional governance, infrastructure development, financial management, and operational decision-making. The findings highlight key achievements, identify areas requiring improvement, and establish strategic priorities that will guide the College's sustainability journey in the years ahead.

3.2 ESG Self-Assessment Performance at a Glance

The inaugural ESG assessment indicates that Mkwawa University College of Education (MUCE) has established a strong institutional foundation for sustainability, achieving an overall ESG Composite Index of 71.6 percent. Governance represents the strongest pillar (78.0 percent), reflecting mature institutional governance systems, effective leadership, and sound accountability mechanisms. Social Sustainability also demonstrates strong performance (72.0 percent) through achievements in teaching and learning, research and innovation, student services, gender equality, and community engagement. Environmental Sustainability (65.0 percent) presents the greatest opportunity for future

improvement, particularly in renewable energy adoption, climate action, resource efficiency, and environmental performance management. The dashboard below summarizes the College's overall sustainability status, combining institutional performance for FY2025/2026 with baseline environmental metrics derived from the complete and verified FY2024/2025 operational dataset.

Table 3: MUCE ESG Self-Assessment Performance Dashboard

ESG Area	Indicator	Status
Overall Sustainability	ESG Composite Index	71.6%
Environmental	Environmental Index	65.0%
Social	Social Sustainability Index	72.0%
Governance	Governance Index	78.0%
Climate	Scope 1 and Scope 2 GHG Emissions	127.80 tCO_2e *(82.79 + 45.01)*
Carbon Sink	Carbon Sequestration	302.73 tCO_2e
Carbon Neutrality	Net Carbon Balance	174.93 tCO_2e Carbon Surplus
Carbon Neutrality	Additional Trees Required	Not Applicable
Campus Forest	Protected Forest	31.19 ha
Tree Planting	Trees Planted	500
Energy	Alternative Renewable Energy	0% (Baseline)
Water	Annual Water Consumption	251,159 units
Electricity	Annual Electricity Consumption	133,939 units
Population	Students	5,202
Population	Staff	484
Campus	Total Area	256.3 ha

Note: *Environmental performance indicators (greenhouse gas emissions, carbon sequestration, energy consumption, and water consumption) represent the FY2024/2025 baseline, derived from the most recent complete and verified operational dataset available during preparation of this inaugural Sustainability and ESG Status Report. All other institutional performance information reflects the College's sustainability status during FY2025/2026.*

3.3.0 Status of Environmental Pillar

3.3.1 Environmental Stewardship

Environmental stewardship forms one of the fundamental pillars of sustainable development at MUCE. The College recognizes that effective management of its natural resources is essential not only for environmental protection but also for supporting quality teaching, research, community engagement, institutional resilience, and long-term sustainable development.

MUCE is situated on a campus of approximately 256.3 hectares, providing substantial land resources that support teaching, research, and environmental sustainability initiatives. Nearly 80 percent of the campus remains under natural vegetation, forested hills, grasslands, and environmentally sensitive ecosystems, while approximately 31.19 hectares have been designated as protected conservation forest under the College Master Plan (2019–2039). These natural assets position the College as both an institution of higher learning and an important custodian of biodiversity, ecosystem services, and climate resilience.

The College has continued to demonstrate its commitment to environmental conservation through the implementation of practical environmental management initiatives coordinated by the Estates and Works Management Unit. These initiatives include protection of conservation forests, annual tree planting initiatives, environmental sanitation programmes, regulation of tree harvesting, prohibition of open burning and illegal waste disposal, landscaping, and maintenance of environmentally friendly campus surroundings.

During the period under review, environmental conservation efforts remained a key institutional priority. The College continued to implement annual tree planting programmes, contributing to landscape restoration, biodiversity enhancement, soil conservation, and carbon sequestration. Between FY2020/2021 and FY2024/2025, more than 500 trees were planted annually, demonstrating sustained institutional commitment to campus greening and ecological restoration.

In addition, Environmental and Social Impact Assessments (ESIAs) continued to be integrated into infrastructure development projects to ensure that construction activities comply with environmental standards and minimize adverse environmental and social impacts. This practice reflects the College's commitment to responsible infrastructure development and environmental compliance.

The environmental stewardship initiatives implemented by the College have contributed to preserving the ecological integrity of the campus while creating a conducive learning and research environment. The extensive forest cover, diverse vegetation, and scenic landscape continue to provide ecological, educational, recreational, and climate-related benefits for the College community and surrounding areas.

Despite these achievements, opportunities remain for further strengthening environmental stewardship through biodiversity monitoring, ecological restoration, environmental research, digital environmental monitoring systems, and increased participation of students and staff in environmental conservation programmes. These interventions will enhance the College's contribution to national environmental conservation efforts while reinforcing its position as a model green university.

3.3.2 Climate Change and Carbon Management

Climate change presents one of the most significant global sustainability challenges, requiring institutions to understand, measure, and progressively manage their greenhouse gas (GHG) emissions. Recognizing this responsibility, MUCE undertook its first institutional greenhouse gas assessment during the development of the Environmental, Social and Governance (ESG) Policy and Framework. The assessment established the College's inaugural carbon emissions baseline, providing a scientific foundation for future climate action, emissions reduction strategies, and institutional sustainability reporting.

As part of its phased approach to ESG implementation, the College adopted Scope 1 (direct emissions) and Scope 2 (indirect emissions from purchased electricity) as the organizational boundary for its inaugural greenhouse gas inventory. This approach reflects the current stage of institutional ESG operationalization and emphasizes the use of reliable and verifiable operational data while the College progressively strengthens its greenhouse gas accounting systems to facilitate future reporting of relevant Scope 3 emissions.

The assessment, conducted using internationally recognized greenhouse gas accounting principles, estimated the College's Scope 1 and Scope 2 greenhouse gas emissions at 127.80 tonnes of carbon dioxide equivalent (tCO_2e).

Table 4: MUCE Greenhouse Gas Emissions Profile (FY2024/2025 Baseline)

Emission Source	Emissions (tCO_2e)	Share of Total
Scope 1 – Direct emissions	82.79	64.8%
Scope 2 – Purchased electricity	45.01	35.2%
Total (Scope 1 & Scope 2)	**127.80**	**100%**

Note: *The inaugural greenhouse gas inventory covers Scope 1 and Scope 2 emissions only and is based on verified FY2024/2025 operational data, which represented the most recent complete annual dataset available during preparation of this Report. Scope 3 emissions will be incorporated progressively as institutional greenhouse gas data management systems mature.*

The College's extensive natural vegetation constitutes one of its greatest environmental assets. The campus supports an estimated 12,109 trees, comprising approximately 11,600 trees within natural forest ecosystems and 509 planted trees distributed across landscaped areas. Collectively, these trees are estimated to sequester approximately 302.73 tCO_2 annually, exceeding the College's reported Scope 1 and Scope 2 greenhouse gas emissions.

Table 5: Carbon Sequestration Capacity

Indicator	Status
Estimated number of trees	12,109
Annual carbon sequestration	302.73 tCO_2
Scope 1 & Scope 2 GHG emissions	127.80 tCO_2e
Carbon offset achieved	237.0%
Net carbon balance	174.93 tCO_2e Carbon Surplus
Additional trees required for neutrality	Not Applicable

Note: *Carbon sequestration estimates are based on the FY2024/2025 institutional tree inventory. The reported carbon balance compares annual carbon sequestration against Scope 1 and Scope 2 greenhouse gas emissions only.*

While this represents a strong environmental asset, the College recognizes that a comprehensive institutional carbon footprint will require the progressive inclusion of relevant Scope 3 emission categories as data collection systems and organizational capacity continue to improve. International experience demonstrates that Scope 3 emissions frequently account for a substantial proportion of organizational greenhouse gas emissions. Their future inclusion will therefore provide a more comprehensive understanding of the College's overall climate impacts and support more informed climate action and sustainability decision-making.

Going forward, the College will strengthen climate action by expanding campus greening initiatives, enhancing forest conservation, improving energy efficiency, promoting renewable energy adoption, strengthening sustainable resource management practices, and progressively enhancing institutional greenhouse gas accounting and reporting in line with evolving international good practice.

3.3.3 Energy Performance

(a) Strategic Context

Energy is fundamental to the delivery of teaching, learning, research, administration, student welfare, and campus operations. Sustainable energy management contributes to institutional efficiency, climate change mitigation, cost reduction, and environmental sustainability. As universities worldwide transition towards low-carbon energy systems, improving energy efficiency and increasing renewable energy adoption have become key ESG priorities.

(b) Current Status

During FY2024/2025, MUCE consumed approximately 133,939 units of electricity, supplied through the national grid. Based on the institutional population of 5,783 students and staff, the College recorded an estimated energy intensity of 23.16 electricity units

per person per annum, establishing the first institutional baseline for future energy performance monitoring.

At present, the College relies almost entirely on grid electricity. While the national grid increasingly incorporates hydropower and other renewable sources, MUCE has not yet installed dedicated on-campus renewable energy systems such as solar photovoltaic infrastructure and biogas systems.

Table 6: Energy Performance Indicators

Indicator	(FY2024/2025 baseline)
Annual electricity consumption	133,939 units
Students	5,343
Staff	440
Total institutional population	5,783
Energy intensity	23.16 units/person/year
Renewable energy contribution	0% (Baseline)

Note: *The greenhouse gas (GHG) inventory is based on verified FY2024/2025 operational data, which represented the most recent complete annual dataset available during preparation of this inaugural MUCE Sustainability and ESG Status Report. The inventory serves as the institutional baseline for measuring future GHG emission trends and climate performance.*

(c) Key Achievements

The College maintained uninterrupted electricity supply to support academic and administrative operations while establishing its first institutional energy consumption baseline. Furthermore, the Strategic Plan (2026/2027–2030/2031) has mainstreamed a target of generating at least 5 percent of institutional energy from renewable sources by June 2031, demonstrating management's commitment to the clean energy transition.

(d) Challenges and Gaps

Current dependence on conventional grid electricity exposes the College to electricity tariff fluctuations and limits opportunities to reduce greenhouse gas emissions through direct renewable energy investments.

(e) Strategic Outlook

Priority interventions include:

i. Development of a Campus Solar Energy Programme;
ii. Installation of solar-powered lighting in selected areas;
iii. Energy-efficient lighting and appliances;
iv. Smart electricity monitoring systems; and
v. Annual monitoring of energy intensity.

3.3.4 Water Resource Management

(a) Strategic Context

Water is an essential resource for institutional operations, public health, sanitation, research, and environmental sustainability. Efficient water management supports climate resilience while ensuring reliable service delivery across the campus.

(b) Current Status

The College consumed approximately 251,159 water units during FY2024/2025. Of this volume, approximately 200,927 units represented clean water supplied for institutional use, while an estimated 50,232 units were discharged as wastewater following operational activities.

The assessment established a water intensity index of 43.43, comprising 34.74 units of clean water intensity and 8.69 units of wastewater intensity, providing an important baseline for monitoring future improvements in water efficiency.

Table 7: Water Performance Indicators

Indicator	(FY2024/2025 Baseline Status)
Total water consumption	251,159 units
Clean water	200,927 units
Wastewater	50,232 units
Clean water intensity	34.74
Wastewater intensity	8.69
Overall water intensity	43.43

Note: *The greenhouse gas (GHG) inventory is based on verified FY2024/2025 operational data, which represented the most recent complete annual dataset available during preparation of this inaugural MUCE Sustainability and ESG Status Report. The inventory serves as the institutional baseline for measuring future GHG emission trends and climate performance.*

(c) Key Achievements

Reliable water supply continued to support institutional operations through a combination of the public water supply system, two boreholes, and one micro rainwater harvesting facility. The baseline assessment also established measurable water consumption and intensity indicators that will facilitate continuous monitoring and improvement of water-use efficiency in future reporting periods.

(d) Challenges and Gaps

The College currently has limited rainwater harvesting infrastructure, wastewater reuse systems, and alternative water sources such as boreholes. Climate variability further increases pressure on long-term water security.

(e) Strategic Outlook

Future priorities include:

i. Expansion of rainwater harvesting;
ii. Development of wastewater reuse systems;
iii. Promotion of water conservation awareness;
iv. Smart water metering; and
v. Annual water efficiency reporting.

3.3.5 Waste Management and Circular Economy

(a) Strategic Context

Sustainable waste management protects environmental quality, reduces pollution, conserves resources, and contributes to climate change mitigation. Increasingly, universities are adopting circular economy principles that emphasize waste reduction, reuse, recycling, and resource recovery.

(b) Current Status

MUCE generates approximately 1.5 tonnes of solid waste per day. Organic waste constitutes the largest proportion (approximately 55 percent), followed by plastics (23 percent) and paper (20 percent). Waste collection and campus sanitation are maintained through contracted cleaning services, contributing to a clean and orderly campus environment.

Although general waste management systems are operational, structured waste segregation, recycling initiatives, composting programmes, and circular economy practices remain at an early stage of development.

Table 8: Solid Waste Composition

Waste Category	Estimated Share
Organic waste	55%
Plastics	23%
Paper	20%
Other waste	2%

(d) Key Achievements

i. Daily waste collection services maintained;
ii. Clean campus environment sustained;

iii. Environmental regulations enforced; and
iv. Strategic Plan target established to reduce paper usage by 30 percent by June 2031.

(e) Challenges and Gaps

i. Limited waste segregation;
ii. Minimal recycling; and
iii. Limited circular economy initiatives.

(f) Strategic Outlook

Priority actions include:

i. Campus-wide waste segregation;
ii. Recycling partnerships;
iii. Plastic reduction campaigns; and
iv. Paperless administrative systems.

3.3.6 Environmental Compliance and Awareness

Environmental sustainability extends beyond infrastructure and resource management to encompass institutional culture, regulatory compliance, and community participation. During the reporting period, MUCE continued to uphold compliance with environmental regulations through enforcement of environmental protection measures, integration of Environmental and Social Impact Assessments (ESIAs) in development projects, annual tree planting campaigns, and awareness initiatives coordinated by the Estates and Works Management Unit.

The College's Strategic Plan further reinforces this commitment by targeting annual celebration of Environmental Day, maintenance of environmental clubs, implementation of sensitization programmes, and continued planting of at least 500 trees annually. These initiatives provide a strong platform for cultivating environmental responsibility among students and staff while supporting national and global sustainability commitments.

3.3.7 Environmental Performance Summary

The environmental assessment indicates that MUCE possesses exceptional natural assets and has established a solid foundation for environmental stewardship. Extensive conservation areas, consistent tree-planting programmes, and the integration of environmental safeguards into infrastructure development demonstrate a long-standing commitment to sustainability. The inaugural greenhouse gas inventory further shows that the College offsets approximately 73 percent of its annual emissions through its natural

forest resources, placing MUCE in a favourable position to pursue long-term carbon neutrality.

Nevertheless, the assessment also identifies important opportunities for improvement. Expanding renewable energy, strengthening water efficiency, introducing circular economy practices, enhancing biodiversity monitoring, and institutionalizing environmental performance reporting will be critical to advancing the Environmental pillar over the 2026/2027–2030/2031 Strategic Plan period. The establishment of these baseline indicators marks an important milestone, providing the evidence needed to monitor progress and guide future environmental investments.

3.4.0 Status of Social Pillar

3.4.1 Human Capital Development and Staff Well-being

(a) Strategic Context

Human capital is the most valuable resource of any institution of higher learning. The ability of MUCE to deliver quality teaching, research, innovation, consultancy, and community service depends on a competent, motivated, healthy, and continuously developing workforce. Consequently, staff development and well-being constitute a central component of the College's Social Sustainability agenda.

(b) Current Status

During FY 2025/2026, MUCE's workforce increased from 440 employees in FY 2024/2025 to 484, comprising 262 academic staff and 222 administrative staff. The workforce consisted of 308 male and 176 female employees, including one staff member with a disability, reflecting the College's continued commitment to workforce diversity, inclusion, and equal employment opportunities.

The College continued to invest in staff capacity development as a strategic priority. A total of 77 staff members were pursuing long-term academic studies, including 72 academic staff and 5 administrative staff, while 14 staff members received new sponsorships during the reporting period. In addition, selected staff participated in specialized training programmes, including ESG-related capacity-building initiatives.

Staff welfare remained an important institutional priority through the provision of medical referrals, health support programmes, leave travel assistance, HIV/AIDS services, and staff recognition initiatives. These interventions contributed to employee well-being, morale, and productivity while fostering a supportive working environment.

(c) Key Achievements

i. Maintained a balanced workforce supporting the College's academic and administrative functions;
ii. Continued investment in postgraduate training and professional development.
iii. Expanded sponsorship opportunities for staff;
iv. Sustained staff welfare programmes, including health and wellness initiatives; and
v. Strengthened institutional capacity through targeted professional training.

(d) Challenges and Gaps

Although significant progress has been achieved, challenges remain in expanding staff development opportunities, attracting and retaining highly qualified personnel, improving gender balance across all staffing categories, and ensuring sustainable financing for long-term capacity development.

(e) Strategic Outlook

Going forward, the College will continue strengthening staff development through postgraduate sponsorships, continuous professional development, leadership training, staff wellness programmes, succession planning, and strategic talent management. These interventions will contribute to institutional excellence while enhancing employee satisfaction and organizational resilience.

3.4.2 Gender Equality, Diversity and Inclusion

(a) Strategic Context

Gender equality, diversity, and inclusion are fundamental principles of sustainable higher education institutions and constitute an integral component of the Social pillar of Environmental, Social and Governance (ESG). As a public institution committed to equity and social justice, Mkwawa University College of Education (MUCE) strives to provide an inclusive learning and working environment where all members of the University community are treated fairly, protected from discrimination, and empowered to realize their full potential regardless of gender, disability, age, or other personal characteristics.

The College has mainstreamed gender equality and social inclusion through institutional policies, strategic interventions, awareness programmes, and student support services aimed at promoting equal opportunities, safeguarding human rights, and fostering an inclusive academic environment.

(b) Current Status

During FY2025/2026, MUCE continued implementing a wide range of gender equality and inclusion initiatives coordinated through the Diversity Unit and other institutional structures. Major interventions focused on prevention of gender-based violence (GBV),

gender counselling services, awareness creation, promotion of inclusive education, and strengthening institutional mechanisms for protecting vulnerable groups.

The College further strengthened support for students with disabilities through specialized learning services and accessibility interventions. During the reporting period, 85 students with disabilities were supported through inclusive education programmes, while 163 lecturers received capacity-building on inclusive teaching and learning approaches to improve accessibility and participation in academic programmes.

MUCE also continued commemorating national and international events promoting gender equality and social inclusion while advancing initiatives such as the establishment of a Gender Research Centre and strengthening the One-Stop Centre for responding to gender-related concerns.

(c) Key Achievements

i. Continued implementation of institutional Gender and Sexual Harassment Policy;
ii. Multiple gender equality and GBV prevention interventions implemented;
iii. Strengthened counselling and support services;
iv. Supported 77 students with disabilities;
v. Trained 163 lecturers on inclusive education; and
vi. Advanced institutional mechanisms for gender research and inclusion.

(d) Challenges and Gaps

Despite notable progress, challenges remain in expanding accessibility infrastructure, strengthening disability support services, increasing gender-responsive facilities, enhancing data management on inclusion indicators, and institutionalizing continuous awareness programmes across all academic and administrative units.

(e) Strategic Outlook

The College will continue strengthening gender equality and inclusion through expanded awareness programmes, enhanced disability support services, increased accessibility of infrastructure, institutionalization of inclusive teaching practices, strengthening gender-responsive budgeting, and continuous monitoring of diversity indicators under the ESG Framework.

3.4.3 Student Success, Welfare and Campus Life

(a) Strategic Context

Students are the primary beneficiaries of the College's academic mission and therefore occupy a central position within the Social dimension of ESG. Sustainable universities extend beyond academic instruction by providing an enabling environment that supports

students' academic achievement, physical and mental well-being, leadership development, participation in governance, and holistic personal growth.

(b) Current Status

During FY2025/2026, MUCE served 5,202 registered students, providing a broad range of welfare and support services through the Directorate of Students' Services (DSS) and related units. These services included accommodation management, counselling and guidance, healthcare, student governance, sports and recreation, leadership development, orientation programmes, and mechanisms for addressing student grievances.

The College also continued strengthening student participation in institutional governance through democratic student leadership structures while promoting extracurricular activities that contribute to leadership skills, teamwork, discipline, and personal development.

Health promotion remained an important component of student welfare. During the reporting period, institutional health services conducted 837 HIV tests, provided approximately 4,294 healthcare services, and delivered HIV/AIDS awareness training to 432 first-year students, reinforcing preventive healthcare and public health awareness within the campus community.

(c) Key Achievements

i. Comprehensive student support services maintained;
ii. Effective counselling and guidance programmes;
iii. Student participation in institutional governance strengthened;
iv. Health and wellness programmes expanded; and
v. Leadership development and extracurricular activities promoted.

(d) Challenges and Gaps

The increasing student population continues to place pressure on accommodation, counselling services, digital learning infrastructure, recreational facilities, and student support resources. Continued investment will be required to meet the evolving needs and expectations of students.

(e) Strategic Outlook

Future priorities include expanding student support services, strengthening mental health and psychosocial support, enhancing digital learning environments, improving accommodation and recreational facilities, and increasing student engagement in sustainability and climate action initiatives.

3.4.4 Research, Innovation and Knowledge Creation

(a) Strategic Context

Research, innovation, and knowledge creation constitute the cornerstone of a modern university and represent one of the most significant contributions of higher education institutions to sustainable development. Through research, innovation, consultancy, and technology transfer, universities generate evidence that informs policy, advances scientific knowledge, supports economic transformation, addresses societal challenges, and contributes directly to the achievement of national development priorities and the Sustainable Development Goals (SDGs).

As a constituent college of the University of Dar es Salaam, MUCE recognizes research and innovation as strategic drivers of institutional excellence and sustainable socio-economic development. The College therefore continues to strengthen its research ecosystem through capacity development, research funding, scientific publications, innovation, commercialization, and interdisciplinary collaboration.

(b) Current Status

During FY2025/2026, MUCE continued demonstrating strong performance in research and innovation. The College recorded 166 peer-reviewed publications, successfully implemented 40 research projects, and strengthened institutional research capacity through targeted training programmes involving 75 researchers. These achievements demonstrate continued growth in scholarly productivity and institutional research excellence.

The reporting period also marked significant progress in innovation and commercialization. The College has initiated the early stages of commercializing its innovative products, including bioethanol technology and mushroom-based innovations, reflecting a deliberate transition from knowledge generation towards knowledge utilization and value creation. Furthermore, the College recorded two patents, reinforcing its growing contribution to innovation and intellectual property development.

Research activities continued to support evidence-based decision-making, strengthen postgraduate education, foster national and international collaboration, and generate solutions addressing societal and developmental challenges.

(c) Key Achievements

i. Published 166 peer-reviewed scientific publications;
ii. Implemented 40 research projects across diverse disciplines;
iii. Trained 75 researchers to strengthen institutional research capacity;
iv. Registered two institutional patents;
v. Preliminary stages of commercialization of bioethanol and mushroom innovations; and
vi. Strengthened research visibility and knowledge dissemination.

(d) Challenges and Gaps

Despite continued progress, the College faces challenges related to expanding competitive research funding, increasing international collaborative research, strengthening technology transfer mechanisms, commercializing additional research outputs, and enhancing research infrastructure to support emerging scientific priorities.

(e) Strategic Outlook

Over the Strategic Plan period, MUCE will continue investing in research excellence by expanding competitive grant acquisition, strengthening interdisciplinary research, increasing publication output, promoting innovation and commercialization, protecting intellectual property, and fostering stronger collaboration with government, industry, and development partners.

3.4.5 Community Engagement, Consultancy and Public Service

(a) Strategic Context

Universities create sustainable value not only through teaching and research but also through meaningful engagement with society. Community outreach, consultancy, professional services, and strategic partnerships enable higher education institutions to translate academic knowledge into practical solutions that address societal needs, strengthen institutions, and promote inclusive development.

MUCE remains committed to serving communities through professional expertise, outreach programmes, capacity building, policy support, and collaborative partnerships that extend the benefits of higher education beyond the campus.

(b) Current Status

During FY2025/2026, the College implemented five (5) consultancy services and 60 community outreach programmes covering education, community empowerment, environmental awareness, and capacity-building initiatives. These programmes strengthened relationships between the College and surrounding communities while promoting knowledge exchange and sustainable development.

The College also implemented four consultancy projects, providing professional services to public and private institutions through the expertise of its academic staff. In addition, competitive proposals were developed to strengthen external resource mobilization and expand institutional partnerships.

These initiatives demonstrate MUCE's commitment to ensuring that academic knowledge contributes directly to national development priorities through evidence-based solutions and professional services.

(c) Key Achievements

i. Implemented five (5) consultancy services and 60 community outreach programmes;
ii. Successfully delivered four consultancy assignments;
iii. Expanded institutional partnerships and stakeholder engagement;
iv. Strengthened professional service delivery; and
v. Increased community participation in knowledge-sharing initiatives.

(d) Challenges and Gaps

The College seeks to further expand consultancy services, strengthen long-term community partnerships, improve documentation of societal impact, diversify outreach funding sources, and increase commercialization of professional expertise.

(e) Strategic Outlook

Future priorities include strengthening university-community partnerships, increasing consultancy assignments, expanding outreach programmes, promoting evidence-based policy engagement, and developing robust systems for measuring community impact.

3.4.6 Occupational Health, Safety and Well-being

(a) Strategic Context

A safe, healthy, and supportive working and learning environment is fundamental to institutional sustainability. Occupational Health and Safety (OHS) protects employees, students, visitors, and service providers from workplace hazards while promoting productivity, well-being, operational continuity, and regulatory compliance. Within the ESG framework, effective health and safety management reflects an institution's commitment to social responsibility, risk prevention, and the welfare of its community.

Recognizing this responsibility, MUCE continues to strengthen occupational health and safety through preventive measures, institutional policies, safety awareness, environmental sanitation, emergency preparedness, and continuous improvement of campus safety systems.

(b) Current Status

During FY2025/2026, the College continued to strengthen occupational health and safety management through routine workplace inspections, environmental sanitation, fire safety measures, provision of Personal Protective Equipment (PPE), and safety awareness initiatives. All fire extinguishers across the College were serviced through the annual maintenance programme completed in April 2026, while three Health and Safety Representatives received OSHA training to enhance institutional safety capacity.

The Occupational Health and Safety Committee continued providing oversight on workplace safety matters, contributing to the maintenance of a safe and healthy environment for students, staff, and visitors. No workplace accidents were reported during the reporting period. Furthermore, the College developed a Workplace Health and Safety Checklist covering 12 key safety areas to strengthen hazard identification, compliance monitoring, and continuous improvement.

The College also continued integrating Environmental and Social Impact Assessments (ESIAs) into infrastructure development projects to ensure that occupational health, safety, and environmental safeguards are considered throughout project planning and implementation.

(c) Key Achievements

i. Routine servicing of fire safety equipment completed;
ii. Occupational Health and Safety Committee remained operational;
iii. Environmental sanitation standards maintained across the campus;
iv. Personal Protective Equipment provided where required;
v. Workplace inspections and safety awareness programmes conducted; and
vi. Environmental and Social Impact Assessments integrated into infrastructure projects.

(d) Challenges and Gaps

Despite significant progress, opportunities remain to strengthen emergency preparedness through regular evacuation drills, expand occupational health awareness programmes, modernize safety equipment, improve digital incident reporting systems, and enhance monitoring of workplace health and safety indicators.

(e) Strategic Outlook

The College will continue strengthening occupational health and safety by institutionalizing preventive safety culture, modernizing emergency response systems, expanding health and safety training, enhancing workplace inspections, improving occupational risk assessments, and integrating health and safety indicators into institutional ESG monitoring.

These initiatives will contribute to a safer, healthier, and more resilient learning and working environment while supporting institutional sustainability.

3.4.7 Model Case of Social Performance: MUCE Day Care Centre

One of the key social sustainability milestones in FY 2025/2026 was the establishment and operationalization of the MUCE Model Day Care Centre, which commenced in January 2026. The Centre was introduced as an innovative response to childcare needs among

staff, students, and the surrounding community in line with strengthening MUCE's mandate in teacher education. It provides a safe and nurturing environment for children, supporting 20 enrolled learners within a short period, and enabling parents to balance academic, professional, and family responsibilities more effectively. In addition to childcare services, the Centre functions as a demonstration site for Early Childhood Education, offering student teachers hands-on exposure to child-centred pedagogical practices. This dual role enhances teacher training while extending quality early childhood education to the wider community, reinforcing MUCE's commitment to social responsiveness and shared value creation. From an ESG perspective, the initiative advances staff welfare, student support, gender equality, inclusive access, community engagement, and human capital development, while also reflecting institutional innovation and effective governance. Overall, the Model Day Care Centre illustrates MUCE's broader sustainability philosophy that development extends beyond infrastructure to investing in people, families, and communities for long-term social impact.

3.4.8 Social Performance Summary

The Social Sustainability assessment demonstrates that MUCE has established a strong institutional foundation for creating sustainable value through its core mandates of teaching, research, innovation, consultancy, community engagement, and student development. During the 2025/2026 Financial Year, the College continued to strengthen its contribution to human capital development by investing in staff capacity building, enhancing student welfare and support services, promoting gender equality and inclusive education, advancing occupational health and safety, expanding research and innovation, and deepening community outreach and professional consultancy. Notable milestones included the operationalization of the Model Day Care Centre, strengthened support for students with disabilities, increased research productivity and innovation commercialization, expanded community engagement programmes, and continued investment in employee welfare and institutional learning.

Collectively, these achievements demonstrate that sustainability at MUCE extends beyond environmental stewardship to encompass people-centred development, institutional inclusiveness, knowledge generation, and societal impact. The baseline Social Sustainability Index of 72.0 percent indicates that the College has developed robust social systems and programmes that support equitable access to education, staff and student well-being, academic excellence, and meaningful engagement with society. The evidence further confirms that MUCE is progressively integrating social sustainability into its institutional culture, operational practices, and strategic decision-making.

Nevertheless, the assessment identifies opportunities for further strengthening social sustainability through expanded student support services, enhanced accessibility infrastructure, increased staff development opportunities, greater commercialization of

research outputs, stronger impact measurement systems, and broader partnerships that amplify the College's contribution to national development. These priorities are well aligned with the MUCE Strategic Plan (2026/2027–2030/2031) and provide a clear pathway for continuous improvement over the medium term direction.

Generally, the Social pillar portrays MUCE as an institution that is not only producing graduates and generating knowledge, but also fostering inclusive growth, empowering communities, nurturing innovation, and investing in the well-being of its people. As the College continues to implement its ESG Policy and Framework, these strengths provide a solid platform for enhancing institutional resilience, social responsibility, and sustainable development in the years ahead.

Table 9: Social Performance Dashboard (FY2025/2026)

Indicator	FY2025/2026 Status
Social Sustainability Index	72.0%
Students Registered	5,202
Staff	484
Staff Pursuing Long-term Studies	77
New Staff Sponsorships	14
Research Publications	166
Research Projects on progress	40
Researchers Trained	75
Institutional Patents	2
Community Outreach Programmes	60
Consultancy Projects	5
Students with Disabilities Supported	77
Lecturers Trained in Inclusive Education	163
HIV Tests Conducted	837
Healthcare Services Provided	4,294
First-year Students Trained on HIV/AIDS	432
Major Gender Equality Interventions	5
MUCE Model Day Care Center pupils	20

3.5.0 Status of Governance Pillar

3.5.1 Strategic Leadership, Institutional Governance and Accountability

(a) Strategic Context

Strategic leadership and sound governance are fundamental enablers of institutional sustainability. Within the Environmental, Social and Governance (ESG) framework, governance extends beyond statutory compliance to encompass visionary leadership, ethical conduct, accountability, stakeholder participation, strategic decision-making, and

effective stewardship of institutional resources. Strong governance provides the institutional capacity to translate sustainability commitments into measurable actions, ensuring that environmental protection, social responsibility, and financial sustainability are integrated into the College's core operations.

As a constituent college of the University of Dar es Salaam, MUCE operates within a robust governance framework established under national legislation, University governance instruments, Government directives, and institutional policies. This framework provides clear mandates, oversight mechanisms, and accountability structures that guide institutional leadership, safeguard public resources, promote transparency, and support continuous improvement.

(b) Current Status

During FY2025/2026, MUCE continued to strengthen institutional governance through strategic leadership, participatory decision-making, and evidence-based management. The Governing Board, College Management, statutory committees, and administrative leadership collectively provided strategic oversight for academic programmes, financial management, infrastructure development, research, human resource management, and institutional development. Regular governance meetings, policy reviews, and performance monitoring mechanisms ensured that institutional priorities remained aligned with national higher education policies and the College's long-term strategic vision.

The reporting period marked a transformative milestone in institutional governance through the development and approval of the MUCE Environmental, Social and Governance (ESG) Policy and Framework, which established, for the first time, an integrated institutional framework for managing sustainability. This achievement was complemented by the appointment of an ESG Coordination Committee, signalling the College's commitment to institutionalizing sustainability governance and embedding ESG principles into planning, implementation, monitoring, and reporting processes.

In addition, the College successfully mainstreamed ESG priorities and performance indicators into the Strategic Plan 2026/2027–2030/2031, ensuring that sustainability is no longer implemented through isolated initiatives but forms part of the College's long-term strategic agenda. This represents a significant governance shift from fragmented sustainability practices towards coordinated institutional stewardship.

(c) Key Achievements

i. Maintained effective institutional leadership and governance systems;
ii. Strengthened participatory and evidence-based decision-making;
iii. Successfully developed and approved the MUCE ESG Policy and Framework;
iv. Mainstreamed ESG priorities into the Strategic Plan 2026/2027–2030/2031;

v. Established institutional coordination for ESG implementation through the appointment of an ESG Coordination Committee; and
vi. Continued strengthening accountability through statutory governance structures and regular institutional reporting.

(d) Challenges and Gaps

Despite the strength of the governance framework, opportunities remain to further institutionalize ESG by integrating sustainability indicators into departmental performance assessments, strengthening sustainability reporting across all functional units, enhancing governance awareness among staff, and developing digital platforms for real-time monitoring of ESG performance.

(e) Strategic Outlook

Going forward, MUCE will continue strengthening institutional governance by embedding ESG principles across strategic planning, budgeting, risk management, procurement, infrastructure development, research, and institutional performance management. The College will also enhance stakeholder engagement, strengthen evidence-based decision-making, and institutionalize sustainability reporting as part of routine governance processes. These interventions will reinforce transparency, accountability, organizational resilience, and long-term institutional sustainability.

3.5.2 Strategic Planning, Performance Monitoring and Institutional Excellence

(a) Strategic Context

Strategic planning and performance monitoring are fundamental pillars of good governance and institutional sustainability. Within the Environmental, Social and Governance (ESG) framework, these functions provide the mechanisms through which institutional priorities are translated into measurable objectives, implemented through coordinated action, monitored using performance indicators, and continuously improved through evidence-based decision-making.

An effective planning and monitoring system enables an institution to allocate resources strategically, assess progress towards its goals, identify implementation challenges, promote accountability, and respond proactively to emerging opportunities and risks. By linking planning, budgeting, implementation, monitoring, evaluation, and reporting, institutions strengthen organizational learning and ensure that sustainability commitments are translated into measurable results.

(b) Current Status

During FY2025/2026, MUCE continued to strengthen its institutional planning and performance management systems through the implementation of the College Strategic Plan (2020/2021–2025/2026), annual plans and budgets, quarterly performance monitoring, and periodic institutional reporting. These processes provided a structured framework for tracking institutional achievements, informing management decisions, and promoting accountability across academic and administrative units.

A major governance milestone during the reporting period was the successful completion of the Strategic Plan 2026/2027–2030/2031, which mainstreamed Environmental, Social and Governance (ESG) principles into the College's strategic objectives, performance indicators, and implementation targets. Sustainability priorities including environmental conservation, social inclusion, climate action, resource efficiency, and governance accountability were embedded within the College's long-term planning framework, ensuring that ESG performance becomes an integral component of institutional development rather than a stand-alone initiative.

The reporting period also witnessed the establishment of the College's ESG baseline assessment, which generated the inaugural Sustainability Index comprising Environmental (65.0%), Social (72.0%), Governance (78.0%), and an overall ESG Composite Index of 71.6 percent. These baseline indicators provide an evidence-based benchmark against which future sustainability performance will be monitored and evaluated, strengthening institutional accountability and continuous improvement.

Performance monitoring continued to support evidence-based management through routine collection, analysis, and reporting of institutional performance data. This enabled Management to monitor implementation progress, assess strategic achievements, identify implementation gaps, and take corrective actions where necessary. The integration of ESG indicators into the Strategic Plan further strengthens the College's capacity to institutionalize sustainability performance measurement over the medium and long term.

(c) Key Achievements

i. Successfully implemented the final year of the Strategic Plan (2020/2021–2025/2026);
ii. Developed and approved the Strategic Plan (2026/2027–2030/2031) with ESG fully mainstreamed;
iii. Established MUCE's first institutional ESG baseline and Sustainability Index.
iv. Strengthened institutional performance monitoring through quarterly reporting and evidence-based reviews;
v. Enhanced alignment between strategic planning, budgeting, implementation, monitoring, and reporting;
vi. Reinforced a culture of evidence-based decision-making across institutional operations.

(d) Challenges and Gaps

Despite considerable progress, opportunities remain to strengthen real-time performance monitoring through digital performance management systems, improve integration of ESG indicators into departmental annual action plans, enhance data quality assurance, build analytical capacity across units, and institutionalize outcome and impact evaluations to complement routine performance monitoring.

(e) Strategic Outlook

Over the implementation period of the Strategic Plan (2026/2027–2030/2031), MUCE will continue strengthening its planning and performance management systems by institutionalizing ESG reporting, expanding digital performance monitoring platforms, integrating sustainability indicators into institutional scorecards, strengthening results-based management, and promoting evidence-informed policy and decision-making. These initiatives will enhance institutional agility, accountability, transparency, and long-term sustainability.

3.5.3 Risk Management, Internal Audit and Institutional Assurance

(a) Strategic Context

Institutional sustainability depends not only on strategic planning and effective implementation but also on the ability to anticipate risks, strengthen internal controls, safeguard public resources, and provide independent assurance on organizational performance. Within the Environmental, Social and Governance (ESG) framework, risk management and internal assurance are essential governance mechanisms that enhance institutional resilience, support informed decision-making, and promote stakeholder confidence.

Universities operate in an increasingly complex environment characterized by financial constraints, technological change, regulatory requirements, climate-related risks, evolving stakeholder expectations, and operational uncertainties. Consequently, effective Enterprise Risk Management (ERM) and Internal Audit functions play a critical role in identifying emerging risks, evaluating the adequacy of internal controls, promoting compliance, and advising Management on opportunities for continuous improvement. Together, these functions strengthen institutional governance and ensure that sustainability objectives are pursued within an effective system of accountability and risk oversight.

(b) Current Status

During FY2025/2026, MUCE continued to strengthen its institutional assurance framework through the implementation of enterprise and fraud risk management, internal audit activities, and internal control systems. Risk management remained integrated into

institutional planning and operations, enabling Management to identify, assess, monitor, and mitigate strategic, financial, operational, compliance, and emerging sustainability-related risks.

The Internal Audit Unit continued to provide independent and objective assurance on the adequacy and effectiveness of governance processes, risk management practices, and internal control systems. Through risk-based audit engagements, advisory services, follow-up reviews, and recommendations for corrective action, the Unit supported Management and the Governing Board in strengthening accountability, improving operational efficiency, safeguarding institutional assets, and enhancing compliance with applicable laws, regulations, and institutional policies.

During the reporting period, the College also continued implementing risk mitigation measures across key operational areas, including financial management, procurement, infrastructure development, academic administration, environmental management, occupational health and safety, and information management. These efforts contributed to strengthening institutional resilience and promoting responsible stewardship of public resources.

The establishment of the ESG Policy and Framework further broadened the institutional risk perspective by recognizing environmental, social, and governance risks as strategic considerations requiring systematic monitoring and management. This represents an important step towards integrating sustainability risk management into the College's overall governance framework.

(c) Key Achievements

i. Continued implementation of enterprise risk management across institutional operations;
ii. Strengthened independent assurance through risk-based internal audits;
iii. Enhanced governance through advisory services and implementation of audit recommendations;
iv. Reinforced internal control systems supporting financial accountability and operational effectiveness;
v. Expanded institutional recognition of environmental, social, and governance risks through the ESG Framework; and
vi. Strengthened oversight of compliance with institutional policies, financial regulations, and statutory requirements.

(d) Challenges and Gaps

While institutional assurance systems remain effective, continued efforts are required to strengthen risk culture across all departments, enhance digital risk monitoring systems, improve reporting on emerging ESG risks, integrate climate and sustainability risks into

enterprise risk assessments, and strengthen organizational learning from audit recommendations and risk reviews.

(e) Strategic Outlook

MUCE will continue strengthening its assurance framework by embedding sustainability risks within the Enterprise Risk Management system, enhancing risk-based internal auditing, strengthening advisory services, improving follow-up on audit recommendations, expanding digital risk management tools, and promoting a proactive institutional risk culture. These initiatives will further enhance organizational resilience, institutional accountability, and the College's capacity to achieve its strategic and sustainability objectives.

3.5.4 Financial Sustainability and Resource Mobilization

(a) Strategic Context

Financial sustainability is a critical pillar of institutional resilience and an essential component of good governance within the Environmental, Social and Governance (ESG) framework. Sustainable institutions require not only sound financial management but also diversified revenue streams, prudent resource allocation, strategic investments, and innovative financing mechanisms that support long-term institutional growth. Financial sustainability enables universities to maintain academic excellence, invest in infrastructure, promote research and innovation, strengthen community engagement, and respond effectively to emerging opportunities and challenges.

For public higher education institutions, increasing financial pressures, changing funding environments, and growing stakeholder expectations require governance systems that move beyond reliance on traditional financing models towards diversified, resilient, and value-creating approaches to resource mobilization.

(b) Current Status

During FY2025/2026, MUCE continued implementing prudent financial management practices guided by Government financial regulations, institutional financial policies, approved budgets, and established internal control systems. Financial resources continued to support the delivery of academic programmes, research, infrastructure development, student services, human resource development, and institutional operations.

The College's ESG baseline assessment, however, identified financial sustainability as a strategic governance priority. The assessment revealed that approximately 92 percent of institutional income is derived from tuition fees, indicating a high level of dependence on a single revenue source. While this model has supported institutional operations, it

exposes the College to financial risks associated with fluctuations in student enrolment, public financing, and broader economic conditions.

Despite this challenge, MUCE possesses significant strategic assets that provide opportunities for strengthening long-term financial resilience. These include an expansive land resource, highly qualified academic and professional staff, growing research and innovation capacity, consultancy expertise, strong institutional partnerships, and opportunities for commercial investment. During the reporting period, the College continued advancing initiatives aimed at diversifying income sources through commercialization of research outputs, investment development, consultancy services, public-private partnerships (PPPs), and enhanced resource mobilization.

The mainstreaming of ESG priorities into the Strategic Plan (2026/2027–2030/2031) further reinforces the College's commitment to integrating sustainability considerations into financial planning, investment decisions, and institutional resource mobilization.

(c) Key Achievements

i. Maintained prudent financial management and accountability systems;
ii. Continued implementation of strategic resource mobilization initiatives;
iii. Strengthened commercialization of research and innovation as an emerging revenue source;
iv. Advanced institutional investment initiatives to diversify income streams;
v. Enhanced integration of sustainability priorities into long-term financial planning; and
vi. Established a strategic foundation for expanding Public–Private Partnerships (PPPs) and other innovative financing mechanisms.

(d) Challenges and Gaps

The College continues to face challenges associated with a high dependence on tuition fee revenue, limited internally generated income, constrained investment capital, increasing operational costs, and growing financial demands associated with infrastructure expansion, research, digital transformation, and sustainability initiatives. Addressing these challenges will require accelerated implementation of income diversification strategies and strengthened investment management.

(e) Strategic Outlook

Over the Strategic Plan period, MUCE will prioritize the development of a more resilient and diversified financial model by expanding institutional investments, strengthening commercialization of research and innovation, increasing consultancy and professional services, promoting Public–Private Partnerships, mobilizing competitive research grants, and exploring innovative sustainability financing opportunities. Particular emphasis will also be placed on integrating ESG considerations into investment planning, capital

development, and long-term financial decision-making to ensure that institutional growth is economically viable, socially responsible, and environmentally sustainable.

3.5.5 Digital Transformation and Sustainable Administration

(a) Strategic Context

Digital transformation has become a strategic enabler of institutional sustainability by improving operational efficiency, strengthening governance, enhancing service delivery, and promoting evidence-based decision-making. Within the Environmental, Social and Governance (ESG) framework, digitalization contributes to sustainability by increasing organizational transparency, improving access to information, reducing administrative inefficiencies, supporting data-driven management, and minimizing the environmental impacts associated with paper-based systems and manual processes.

For higher education institutions, digital governance extends beyond information technology infrastructure to include integrated management information systems, electronic records management, digital learning platforms, online service delivery, cybersecurity, institutional data governance, and the use of digital technologies to improve planning, monitoring, reporting, and stakeholder engagement.

(b) Current Status

During FY2025/2026, MUCE continued to strengthen digital governance through the gradual expansion of information and communication technologies supporting academic, administrative, financial, and institutional management functions. Digital platforms continued to facilitate communication, records management, financial administration, teaching and learning, student management, and institutional reporting, thereby enhancing operational efficiency and organizational effectiveness.

The College also continued implementing initiatives aimed at improving administrative efficiency through electronic communication, digital documentation, and information management systems. These efforts have contributed to reducing dependence on paper-based processes, supporting the strategic objective of reducing paper usage by 30 percent by June 2031 as outlined in the Strategic Plan (2026/2027–2030/2031). In addition to lowering operational costs, this transition supports environmental sustainability through reduced paper consumption and more efficient utilization of institutional resources.

Furthermore, digital systems continued to support evidence-based planning and performance monitoring by improving the availability, accessibility, and analysis of institutional data. As the College advances implementation of the ESG Policy and Framework, digital platforms will play an increasingly important role in collecting

sustainability data, monitoring ESG indicators, generating institutional reports, and strengthening transparency and accountability across all functional areas.

(c) Key Achievements

i. Continued expansion of digital systems supporting academic and administrative operations;
ii. Strengthened electronic communication and institutional information management;
iii. Enhanced availability of data for planning, monitoring, and decision-making; and
iv. Supported institutional efficiency through gradual reduction of paper-based administrative processes.

(d) Challenges and Gaps

Despite significant progress, opportunities remain to further integrate institutional information systems, strengthen digital records management, improve interoperability across administrative platforms, enhance cybersecurity and data governance, expand digital skills among staff, and establish a comprehensive ESG Management Information System capable of supporting real-time sustainability reporting.

(e) Strategic Outlook

Over the Strategic Plan period, MUCE will continue investing in digital transformation to improve institutional efficiency, governance, and sustainability. Priority interventions include expanding integrated management information systems, strengthening digital records management, enhancing institutional data governance, reducing paper consumption through digital workflows, improving ICT infrastructure, and developing a digital ESG performance monitoring system that supports evidence-based decision-making and continuous institutional improvement.

3.5.6 ESG Institutionalization and Sustainability Governance

(a) Strategic Context

The long-term success of ESG initiatives depends not only on the implementation of individual sustainability programmes but also on the establishment of governance systems that institutionalize sustainability across all aspects of organizational management. ESG institutionalization involves embedding sustainability principles into institutional policies, strategic planning, leadership structures, budgeting, performance management, decision-making processes, and organizational culture. Through this approach, sustainability evolves from a collection of isolated initiatives into a coordinated institutional agenda supported by clear governance arrangements, measurable performance indicators, and continuous accountability.

For higher education institutions, institutionalizing ESG is particularly important because universities serve as centres of knowledge generation, innovation, leadership development, and societal transformation. Embedding ESG principles into university governance therefore strengthens institutional resilience while enhancing contributions towards national development priorities and global sustainable development aspirations.

(b) Current Status

FY2025/2026 represents a landmark year in MUCE's institutional sustainability journey. Although the College had for many years implemented numerous initiatives related to environmental conservation, social inclusion, governance strengthening, research, community engagement, occupational health and safety, gender equality, and corporate social responsibility (CSR), these initiatives were largely implemented independently within individual departments and operational units without a unified institutional sustainability framework.

Recognizing the need for a more coordinated approach, the College undertook a comprehensive institutional ESG baseline assessment to evaluate existing sustainability practices, governance systems, stakeholder perceptions, and institutional readiness for ESG implementation. The assessment established MUCE's inaugural Sustainability Index, providing quantitative baseline measurements for Environmental (65.0%), Social (72.0%), Governance (78.0%), and an overall ESG Composite Index of 71.6 percent. These baseline results provided an evidence-based understanding of institutional strengths, gaps, and priority areas for continuous improvement.

Building on this evidence, the College successfully developed the MUCE Environmental, Social and Governance (ESG) Policy and Framework, providing a unified institutional direction for sustainability governance. The Policy established strategic priorities, implementation mechanisms, institutional responsibilities, performance indicators, and monitoring arrangements that align sustainability with the College's mission, vision, and development agenda.

To ensure long-term sustainability implementation, ESG priorities and measurable performance indicators were subsequently mainstreamed into the MUCE Strategic Plan (2026/2027–2030/2031), transforming sustainability from a stand-alone initiative into an institutional strategic objective. This integration ensures that ESG performance will be planned, budgeted, implemented, monitored, and reported through existing institutional management systems.

The appointment of an ESG Coordination Committee further strengthened institutional arrangements by establishing dedicated coordination for ESG implementation, stakeholder engagement, performance monitoring, and sustainability reporting. The preparation of this inaugural MUCE Sustainability and ESG Status Report therefore marks

another significant milestone in operationalizing the ESG Framework and establishing a culture of evidence-based sustainability reporting.

Collectively, these achievements demonstrate that MUCE has successfully transitioned from fragmented sustainability initiatives towards an integrated governance model where environmental stewardship, social responsibility, and institutional governance are managed through a coordinated strategic framework.

(c) Key Achievements

i. Completed the College's first institutional ESG baseline assessment;
ii. Established the inaugural MUCE Sustainability Index and ESG Composite Index;
iii. Successfully developed and approved the MUCE ESG Policy and Framework;
iv. Mainstreamed ESG priorities and indicators into the Strategic Plan (2026/2027–2030/2031);
v. Established institutional coordination through the appointment of an ESG Coordination Committee; and
vi. Prepared this inaugural MUCE Sustainability and ESG Status Report, establishing a baseline for future sustainability reporting.

(d) Challenges and Gaps

As this represents the first year of institutional ESG implementation, continued efforts will be required to strengthen ESG awareness across all departments, improve institutional data collection systems, integrate sustainability reporting into routine departmental operations, develop digital ESG monitoring platforms, strengthen staff capacity on ESG implementation, and establish mechanisms for periodic review and continuous improvement of sustainability performance.

(e) Strategic Outlook

During the implementation period of the Strategic Plan (2026/2027–2030/2031), MUCE will focus on fully institutionalizing ESG across all academic and administrative functions. Priority interventions will include operationalizing the ESG Policy and Framework, strengthening institutional coordination, implementing the ESG performance monitoring system, integrating sustainability into annual plans and budgets, enhancing stakeholder engagement, expanding sustainability awareness programmes, and publishing periodic ESG performance reports to promote transparency, accountability, and continuous institutional improvement. The College will also strengthen its sustainability reporting practices by ensuring progressive alignment with internationally recognized disclosure standards, including IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures), while complying with applicable national legal and regulatory requirements.

CHAPTER FOUR

CONCLUSIONS, EMERGING ESG RISKS AND STRATEGIC RECOMMENDATIONS

4.1 Introduction

This chapter synthesizes the key findings of MUCE's inaugural Environmental, Social and Governance (ESG) assessment and provides an overall reflection on the College's sustainability performance during the Financial Year 2025/2026. It highlights the major achievements recorded across the environmental, social, and governance pillars, identifies emerging ESG risks that require strategic management attention, and presents recommendations for strengthening institutional sustainability systems.

4.2 Overall Conclusions

(a) Institutional Sustainability

MUCE has established a strong institutional foundation for sustainability, supported by robust governance systems, committed leadership, valuable natural assets, growing research capacity, and a culture of public service. The ESG Composite Index of 71.6 percent demonstrates that sustainability principles are already embedded across many institutional functions.

(b) Environmental Performance

The College possesses significant environmental assets, including protected forests, extensive green spaces, and strong environmental stewardship practices. However, opportunities remain to strengthen renewable energy adoption, resource efficiency, climate resilience, and waste management to accelerate progress towards environmental sustainability.

(c) Social Performance

The assessment demonstrates that MUCE continues to create significant social value through quality teaching, research, innovation, student support services, staff development, inclusive education, gender equality, occupational health and safety, and community engagement. Initiatives such as the Model Day Care Centre further illustrate the College's commitment to inclusive and people-centred development.

(d) Governance Performance

Governance remains MUCE's strongest sustainability pillar, reflecting effective leadership, sound planning systems, financial accountability, enterprise risk management,

institutional integrity, and strategic oversight. The approval of the ESG Policy and Framework, mainstreaming of ESG into the Strategic Plan, and establishment of institutional ESG coordination mark a transformative step towards integrated sustainability governance.

(e) Institutional Transformation

The most significant achievement of FY2025/2026 is the successful transition from fragmented sustainability initiatives to a coordinated institutional ESG system supported by governance structures, measurable indicators, strategic planning, and performance monitoring.

4.3 Emerging ESG Risks and Strategic Priorities

Table 10 presents the key emerging ESG risks identified during the assessment and the strategic priorities for addressing them during the implementation of the Strategic Plan (2026/2027–2030/2031).

Table 10: Emerging ESG Risks and Strategic Priorities

ESG Area	Emerging Risk	Strategic Priority
Environmental	Climate variability	Climate adaptation and resilience
Environmental	Carbon emission gap	Renewable energy and carbon sequestration
Environmental	Waste management	Circular economy and recycling
Social	Staff retention	Employee well-being and talent development
Social	Accessibility gaps	Inclusive infrastructure and services
Social	Increasing stakeholder expectations	Strengthen community engagement
Governance	Overdependence on tuition fees	Diversify revenue sources and investments
Governance	ESG implementation capacity	Capacity building and institutional coordination
Governance	Fragmented ESG data	Integrated ESG information system
Governance	Emerging regulatory requirements	Strengthen ESG compliance and reporting

4.4 Strategic Recommendations

(a) Environmental Pillar

i. Accelerate renewable energy investments and improve energy efficiency;
ii. Strengthen integrated waste management and circular economy initiatives;

iii. Expand water conservation, rainwater harvesting, and biodiversity programmes; and
iv. Develop a long-term institutional carbon neutrality roadmap.

(b) Social Pillar

i. Enhance staff welfare, professional development, and retention;
ii. Expand inclusive education and student support services;
iii. Strengthen research commercialization and community engagement; and
iv. Scale up successful social innovations, including the Model Day Care Centre.

(c) Governance Pillar

i. Fully operationalize the ESG Policy and Framework;
ii. Institutionalize annual ESG planning, budgeting, monitoring, and reporting;
iii. Develop a digital ESG Management Information System and dashboard;
iv. Diversify institutional income through investments, consultancy, innovation commercialization, and Public–Private Partnerships; and
v. Strengthen ESG capacity building across all academic and administrative units.

4.5 Future Outlook

The inaugural MUCE Sustainability and ESG Status Report marks the beginning of a long-term institutional journey rather than the conclusion of a single reporting exercise. The foundations established during FY2025/2026 including the ESG baseline assessment, the ESG Policy and Framework, the integration of ESG into the Strategic Plan, and the establishment of institutional coordination provide a clear pathway for continuous improvement. Through committed leadership, collaborative partnerships, innovation, and evidence-based decision-making, MUCE is well positioned to strengthen environmental stewardship, enhance social impact, reinforce good governance, and emerge as a leading model of sustainability among higher education institutions in Tanzania and beyond. It is worth noting that the true measure of institutional excellence is not only what we achieve today, but the legacy of sustainability, integrity, and opportunity we create for future generations.