

SOKOINE UNIVERSITY OF AGRICULTURE



OUTREACH POLICY

JUNE 2017

FOREWORD

The University's core mandate is to undertake training, research, outreach and delivery of services. Outreach involves providing services to a group of people who may otherwise have no access to those services. Outreach also refers to the function of applying academic expertise for the direct benefit of external audiences in support of the university mission. Outreach includes but is not limited to continuing education, community education and services and extension work. In Tanzania, national policies such as National Agriculture Policy of 2013 recognize the importance of outreach services in order to increase agricultural productivity. However, there have been weak linkages between research and outreach at SUA such that innovations and technologies emanating from research do not reach the end users in time and in a form that is preferred by users. Therefore, there is a need to develop and institutionalize the Sokoine University of Agriculture Outreach Policy, which will strive to strengthen core value highlighted in the SUA Cooperate Strategic Plan 2016-2021 that, among other things, calls for enhancement of outreach, publicity, linkages and partnerships.

The policy contributes to the attainment of the National Five Year Development Plan (FYDP II) (2016/17-2020/21) and other policies and strategies including the National Agriculture Policy (2013) and the National Agricultural Sector Development Strategy II (ASDS II) (2015/16-2024/25). It is also consonant with the Sustainable Development Goals (SDG) Agenda 2030. This Outreach Policy guides the University on how to provide outreach services to the public and private sector. Similarly, the Policy addresses internal weaknesses and threats that are presented by external environment. The policy also will provide a guiding framework to encourage, facilitate and systematically implement outreach services of the university. It will ensure that outreach services have a clear purpose drawn from the vision, mission and core values of the university. To this end, it should enable the university to fully contribute to local, national, regional and international development through outreach services.

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ABBREVIATIONS AND ACRONYMS

ASDS II	National Agricultural Sector Development Strategy II
FYDP II	National Five Year Development Plan II
ICE	Institute of Continuing Education
M&E	Monitoring and Evaluation
SCSP	SUA Cooperate Strategic Plan
SDG	Sustainable Development Goal
SUA	Sokoine University of Agriculture

DEFINITIONS OF TERMS AND CONCEPTS

Capacity development: Strengthening skills, competencies and abilities of people and communities for development.

Community: Specific structured and non-structured collective interest groups conjoined in their search for sustainable solutions of their needs and challenges. Some of these groups may be unable to identify their needs, and the community may participate or could potentially participate as partners in addressing their needs and challenges.

Continuing education: A term used mostly for non-credit instructions, typically professionally oriented short courses, workshops, seminars and conferences often awarding certificates to qualified participants.

Dissemination: It is a process that involves broadcasting of an idea, or message to make it reach a wide audience.

Extension: In this policy, extension means interactive sharing of research-based knowledge, information, technologies and innovations with individuals, groups, communities or organizations for purposes of improving work efficiency, productivity, incomes and living standards.

Innovation: An innovation is an idea, practice, or object perceived as new by an individual or other unit of adoption (e.g. company, organization, household). The “newness” aspect of an innovation is in terms of awareness, persuasion for change of behaviour and decision to adopt or reject the idea, practice or object.

Outreach: An activity of providing services to any populations outside the university who might not otherwise have access to those services. In this policy, outreach means a community service using knowledge, technology, products or services by the University. Outreach increases availability and utilization of services and knowledge through intervention and interaction with a society.

Partnership: A collaborative engagement between two or more parties sharing a similar vision aimed at reaching a common goal by devising and implementing a mutually agreed on to modus operandi, while maintaining their respective identities and agendas.

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

Service: Social accountability and responsiveness to development challenges through the key functions of an institution in close cooperation and interaction with a community. This encompasses making available the institution's intellectual competence and infrastructure to improve service delivery.

Stakeholders: An individual, a group of people, an institution or an organization that has interest or shares common values with the University (SUA) or who can influence the implementation of its decisions.

Technology: The creation and use of technical means and their interrelation with life, society and the environment, to solve a problem, improve a pre-existing solution to a problem, achieve a goal, handle an applied input/output relation or perform a specific function.

CHAPTER ONE

INTRODUCTION

1.1 Background information

Sokoine University of Agriculture's (SUA) core mandate is to undertake training, research, outreach and delivery of services. Coordinating and providing outreach activities is therefore among the core mission of SUA. Outreach involves providing services to a group of people who may otherwise have no access to those services. Outreach also refers to the function of applying academic expertise for the direct benefit of external audiences in support of the university mission. Outreach includes but is not limited to continuing education, community education and services, and extension work. In Tanzania, national policies such as the National Agricultural Policy of 2013 recognize the importance of outreach services in order to increase agricultural productivity. However, there have been weak linkages between research and outreach at SUA such that innovations and technologies emanating from research do not reach the end users in time and in a form that is preferred by users.

Outreach activities at SUA are coordinated by the Institute of Continuing Education (ICE) which was established by an Establishment Order under Act No.6 of 1984, in order to serve as an outreach arm of the University. The vision of ICE is to become a leading institute in providing leadership in outreach provision within and outside the country so that knowledge and technologies developed at SUA are widely disseminated to beneficiaries for improving agricultural production and related enterprises. This vision is achieved via an institutional mission, which is to promote and coordinate outreach activities as well as continuing education programmes through multidisciplinary participatory teams in order to disseminate proven knowledge and technologies, with follow-up actions to ensure high levels of adoption.

1.1.1 Overview of SUA

Sokoine University of Agriculture (SUA) was established by an Act of Parliament No 6 on 1st July 1984. Before then, it was under the Faculty of Agriculture, Forestry and Veterinary Science of the University of Dar es Salaam. In 2005, the Universities Act No 7 repealed Act No 6 and paved way for the establishment of University Charters. Since 2007, SUA has been operating under its Charter and Rules of 2007, which was signed by the President of the United Republic of Tanzania on 28/03/2007.

SUA has four campuses namely the Main campus (2,376 ha) and Solomon Mahlangu Campus (1,050 ha) in Morogoro, Olmotonyi campus (840 ha) near Arusha and Mazumbai campus (320 ha) near Lushoto. In addition, SUA has student field practical sites in Mbinga, Ruvuma region as well as Mgeta, Morning side and Kitulang'alo forest in Morogoro region. In 2014 the University embarked on a restructuring process of its organizational and management structures in order to enhance efficiency, accountability, competitiveness and visibility. Currently, from the ongoing restructuring process, there are now four Campus colleges, one school, five directorates, one institute, two centres, the Sokoine National Agricultural Library while Faculty of Science and the directorate of Solomon Mahlangu Campus are in the process of becoming a Campus College.

As stipulated in its Charter and Rules of 2007, SUA's mandate is to undertake training to meet the high level of human resource requirements of the Tanzanian society, to undertake research, to provide public services as well as engaging in production. According to Article 5 of the Charter, the objects and functions of the University shall be to advance knowledge, wisdom and understanding through teaching, research, extension, consultancy and production.

SUA Vision

To be a leading University in the provision of quality knowledge and skills in agriculture and allied sciences

SUA Mission

Promote development in agriculture, natural resources and allied sectors through training, research and delivery of services.

Core values

In achieving its vision and fulfilling its mission, SUA's core values are pursuit of excellence in service delivery, entrepreneurial and innovative spirit, competitive orientation, integrity, transparency and accountability, results/achievement oriented, diligence on duty, adaptive and responsive, freedom of thought and expression, gender sensitivity and continuous learning.

1.2 Situational analysis

Being the leading agricultural university in Tanzania, SUA has recorded several achievements in training, research and outreach. Key strengths with respect to outreach include availability of content, innovations and technologies generated by the university, presence of competent and experienced personnel, presence of basic conference facilities and services, existence of broadcast media, and strategic geographical location of the University which provides easy access to most regions. Other strengths include availability of transport services, existence of campuses and outreach centres in different regions, presence of formal and informal collaborators and partners country-wide, and availability of institutional frameworks that support outreach activities. Available opportunities include great demand of SUA's innovations and technologies by stakeholders country-wide, increasing demand for up-scaling and out-scaling research findings and proven technologies as well as opportunities provided by technological advancements such as ICTs and electrification in repackaging and sharing information.

Despite the afore-mentioned strengths and opportunities, the potential for outreach has not been fully realized at SUA because of various weaknesses and challenges. These include inadequate, old and dilapidated infrastructure and facilities, inadequate funding of outreach activities, failure to attract full self-sponsored programmes, absence of an

effective outreach coordination mechanisms at the University and the nation at large as well as weak linkages between research and outreach.

1.3 Rationale

SUA has been conducting outreach activities over the years through ICE and other academic units across the University. However, the implementation of this core function has not been fully attained mainly due to inadequate coordination of resources and processes as well as lack of evaluation and monitoring mechanisms for outreach activities at SUA. As a result, the University's research outputs have not reached most of the target audience in time. Most research outputs available at the University are stored in shelves and computers, and they exist in formats, languages and technical levels that limit easy sharing and adoption. In addition, application of most innovations and technologies is limited to locations where such developments were experimented; leaving the majority of stakeholders unaware of their existence. That is to say, although abundant knowledge, innovations and technologies have been produced at SUA, very little of these have reached relevant actors outside the University. Consequently, SUA has not been able to fully contribute to the country-wide gap that exists between research and practice which results to low productivity.

There is therefore a need for institutional change through formulation of Outreach Policy which will enhance implementation of outreach activities. This Policy is consonant with the 4th SUA Corporate Strategic Plan (SCSP) (2016-2021) that, among other things, calls for enhancement of outreach, publicity, linkages and partnerships. The Policy contributes to the attainment of the National Five Year Development Plan (FYDP II) (2016/17-2020/21) and other policies and strategies including the National Agriculture Policy (2013) and the National Agricultural Sector Development Strategy II (ASDS II) (2015/16-2024/25). It is also consonant with the Sustainable Development Goals (SDG) Agenda 2030. This Outreach Policy guides the University on how to provide outreach services to the public and private sector. Similarly, the Policy addresses internal weaknesses and threats that are presented by external environment.

CHAPTER TWO

POLICY VISION, MISSION, GOAL AND OBJECTIVES

2.1 Vision

SUA become a leading University in providing outreach services in agriculture and allied sectors.

2.2 Mission

To promote and coordinate outreach activities for wider dissemination of innovations and technologies, and delivery of services

2.3 Goal

To guide the University on how it should engage in outreach based on community felt needs, institutional priorities as well as national and global goals.

2.4 University philosophy on outreach

The University endeavors to innovatively influence human development through training, research, outreach and delivery of services to the community. It is believed this can be achieved by transferring innovations and technologies to potential beneficiaries and sharing mutual beneficial knowledge and experiences. The Policy will serve as a guide to the University on all matters pertaining to outreach and form the basis for effective dissemination of technologies and innovations developed at SUA and beyond.

2.5 Policy Objectives

In order to achieve the goal, which embodies the vision and mission of the Outreach Policy, SUA shall pursue the following objectives.

- i. To develop and conduct demand driven continuing education programmes to relevant stakeholders
- ii. To increase uptake of content, innovations and technologies developed by SUA and other stakeholders in order to improve productivity.
- iii. To promote SUA outreach activities through reliable and effective communication media to key stakeholders
- iv. To improve coordination of outreach activities at SUA.
- v. To promote mutual collaboration, partnership and networking with local and international stakeholders in outreach activities.
- vi. To strengthen and provide quality facilities and services to support outreach activities.
- vii. To institutionalize and mobilize resources for outreach activities.

2.6 Scope of the Policy

This Policy applies to all SUA staff, students and other stakeholders. It sets forth the principles to be followed in implementing outreach activities.

CHAPTER THREE

POLICY STATEMENTS AND STRATEGIES

3.1 STATEMENTS AND STRATEGIES

Policy statement

- i. SUA shall develop and conduct demand driven continuing education programmes aimed at empowering relevant stakeholders.*

Strategies

- a. Establish outreach needs of various stakeholders.
- b. Develop and conduct continuing education programmes.
- c. Facilitate delivery of continuing education programmes.

Policy statement

- ii. SUA shall increase uptake of content, innovations and technologies developed by the University and other stakeholders in order to improve productivity.*

Strategies

- a. Establish a collection of relevant content, innovations and technologies
- b. Pack and repack content, innovations and technologies into user friendly forms.
- c. Establish suitable dissemination methods and approaches.
- d. Regularly disseminate content, innovations and technologies to end users.

Policy statement

- iii. SUA shall promote outreach activities and services through reliable and effective communication media.*

Strategies

- a. Strengthen SUA Media Facility and other communication services
- b. Publicize SUA outreach activities and services.
- c. Market innovations and technologies developed at SUA.
- d. Lobby and advocate for uptake of SUA content, innovations and technologies

Policy statement

- iv. SUA shall improve coordination of outreach activities in order to ensure holistic and participatory implementation.*

Strategies

- a. Establish effective outreach coordination mechanisms
- b. Ensure capacity development and involvement of key stakeholders in outreach activities.

Policy statement

- v. SUA shall promote mutual collaboration, partnership and networking with local and international stakeholders in order to ensure synergy.*

Strategies

- a. Establish a database of key collaborators in outreach activities
- b. Promote establishment of collaborations and networks between SUA units and other stakeholders.
- c. Encourage multidisciplinary teams in undertaking outreach activities.

Policy statement

- vi. SUA shall strengthen and provide quality facilities and services for efficient and effective delivery of outreach activities.*

Strategies

- a. Regularly upgrade and maintain existing conference facilities and services for effective delivery of outreach activities.
- b. Construct ultra-modern conference facilities to support outreach activities.
- c. Provide high quality conference services to support outreach activities.

Policy statement

- vii. SUA shall institutionalize and continuously mobilize resources for outreach activities.*

Strategies

- a. Institutionalize budgeting and allocation of funds for implementation of outreach activities in various units at SUA in accordance to SCSP
- b. Solicit resources from external sources to support implementation of outreach activities.
- c. Build capacity of SUA staff to solicit resources for outreach activities.
- d. Establish suitable and sustainable funding mechanisms to support provision of conference services.

CHAPTER FOUR IMPLEMENTATION FRAMEWORK

4.1 Organization and Mandate

The implementation of the SUA Outreach Policy shall be institutionalized within the organization structure of the University. ICE shall oversee implementation of the Policy through coordination of outreach activities and provision of technical assistance and services to all other units in the University. A policy implementation plan that identifies activities to be performed, required resources, timeframe and the responsible actors shall be developed and updated regularly. ICE shall therefore translate the Policy into implementable programmes, formulate policy guidelines and regulations, and play a leading role in its implementation.

The ICE Board shall report outreach matters to the University Senate and/or other Committees for approval, and where necessary, for onward transmission to the University Council (Appendix 1).

4.2 The Role of the ICE Board

- i. To oversee the implementation of the Policy.
- ii. To approve Policy implementation plans and budgets.
- iii. To report implementation of the Policy to the University Senate and other committees.
- iv. To advice on changes needed for the Policy review.

4.3 The Role of Other Stakeholders

The success of the SUA Outreach Policy depends on participation of every member of the University community. All units in the University shall therefore be responsible to formulate and implement outreach programmes and activities. Each academic department shall establish an Outreach Committee to coordinate the development and implementation of their outreach plans and activities. Departmental Outreach

Committees shall report their matters to their respective college, school, centre or institutes' Outreach Committees. Similarly, all colleges, schools, centers and institutes shall establish Outreach Committees to coordinate the development and implementation of their outreach plans and activities. These committees shall report outreach matters to the boards of their respective units which in turn shall report the matters to the ICE Board. The ICE Board shall be reconstituted and in this case it shall be the standing committee of Senate for the University's outreach functions. The provisions of Rule 24 (1) of the SUA Charter (2007) give power for the Council to determine the composition of boards on the recommendation of the Senate.

4.3.1 Composition of ICE Board

The Board shall comprise of:

1. The Director of ICE who shall be the Chairperson.
2. Four members appointed by the Deputy Vice-Chancellor (Academic) from various units in the University.
3. Two members appointed by Senate from outside the University with outstanding experience in outreach activities.

CHAPTER FIVE MONITORING AND EVALUATION

Monitoring and Evaluation

Successful implementation of the Policy will largely depend upon effective Monitoring and Evaluation (M&E) mechanism. These mechanisms are necessary means for assessing the implementation of strategies and achievements of policy goal and objectives. The University through ICE will support M&E exercises. ICE will work together with other actors in the M&E of policy activities in their respective areas. In consultation with the implementing actors, ICE will develop guidelines and indicators to be used for M&E of the policy and related programmes. In addition, all actors involved in the implementation of the policy will be responsible for M&E of policy activities falling within their jurisdiction. The M&E reports will be produced and disseminated in order to allow stakeholders at all levels to share views on the progress of the policy.

Monitoring will be done quarterly and it will involve collecting relevant information from records, documents, feedback from stakeholders, observation, and physical evidence based on the implementation plan. Evaluation of SUA Outreach Policy will be done after every three years to determine whether it has produced the desired effects. The evaluation report will determine needs for modification, change, or re-design of the Policy in order to cope with the current demands.

APPENDIX 1: ORGANOGRAM

