



THE UNITED REPUBLIC OF TANZANIA  
MINISTRY OF EDUCATION, SCIENCE  
AND TECHNOLOGY



TANZANIA COMMISSION FOR UNIVERSITIES



# DEFINING AND STRENGTHENING THE ROLE OF QUALITY ASSURANCE OFFICERS WITHIN THE TANZANIA COMMISSION FOR UNIVERSITIES

**Capacity Development Workshop for TCU Quality  
Assurance Officers**



19<sup>th</sup> – 20<sup>th</sup> June, 2025

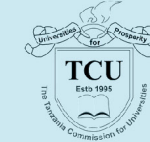


APC Hotel and Conference Centre, Bunju – Dar es Salaam





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# Introduction

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The workshop provides a structured platform to explore key areas of quality assurance practice, including the interpretation of regulatory instruments such as the Universities Act, Cap. 346 and the University Regulations, 2013; the implementation of accreditation standards and evaluation procedures; oversight of admissions processes; and the use of higher education statistics to inform evidence-based policy and institutional performance monitoring. Particular focus is also placed on understanding TCU's Five-Year Rolling Strategic Plan (FYRSP) and the operationalisation of its objectives through Annual Action Plans. Furthermore, the workshop addresses the vital importance of professional ethics and integrity in regulatory functions.

By the end of the workshop, participants will have strengthened their ability to interpret and apply higher education regulatory frameworks and standards, support accreditation processes, and contribute meaningfully to institutional monitoring and improvement. They will be equipped to analyse enrolment, progression, and graduate outcome data for quality and policy decision-making; align their QA activities with TCU's strategic planning cycle; and uphold principles of transparency, fairness, and professional integrity. The workshop will also enhance their capacity to collaborate across departments and institutions, and to lead quality-focused initiatives that reinforce institutional performance, compliance, and public confidence in Tanzania's higher education system.

## GUEST OF HONOUR



**DR. LEONARD AKWILAPO**  
Chairperson – TCU



# Programme

Day One: 19<sup>th</sup> June, 2025

Time	Event
08:00 – 08:30 am	<b>Arrival and Registration of Participants</b> All
08:30 – 08:40 am	<b>Arrival of the Guest of Honour</b>
08:40 – 09:00 am	<b>Introductory and Welcoming Remarks</b> Prof. Charles Kihampa, Executive Secretary – TCU
09:00 – 09:20 am	<b>Opening Remarks</b> Dr. Leonard Akwilapo, Chairperson - TCU
09:20 – 09:30 am	<b>Group Photo</b> All
09:30 – 11:00 am	<b>Presentation 1:</b> <b>Quality Assurance and the University Regulatory Framework in Tanzania</b> Prof. Charles Kihampa, Executive Secretary - TCU

Time	Event
11:00 – 11:30 am	<b>Health Break</b> All
11:30 – 01:00 pm	<b>Presentation 2:</b> <b>Understanding the Legal Backbone: A Snapshot of the Universities Act, Cap. 346 and the University Regulations, 2013</b> Adv. Benard Kongola, Legal Counsel - TCU
01:00 – 01:30 pm	<b>Lunch Break</b> All
01:30 – 04:30 pm	<b>Presentation 3:</b> <b>Accreditation and Quality Assurance: Processes, Principles, and Challenges</b> Dr. Telemu Kassile, Director of Accreditation – TCU
04:30 pm	<b>END OF DAY ONE</b>

# Programme

Day Two: 20<sup>th</sup> June, 2025

Time	Event
08:00 – 08:30 am	<b>Arrival and Registration of Participants</b> All
08:30 – 09:30 am	<b>Recap of Day One</b>
09:30 – 11:00 am	<b>Presentation 4:</b> <b>Admissions Oversight and Higher Education Statistics: Data for Quality and Policy Implementation</b> Dr. Fikira Kimbokota, Director of Admissions Coordination and Database Management – TCU
11:00 – 11:30 am	<b>Health Break</b> All
09:30 – 11:00 am	<b>Presentation 5:</b> <b>Strategic Planning in Practice: Understanding the TCUs’ Five-Year Rolling Strategic Plan and Its Implementation through Annual Action Plans</b> ACPA. Buyamba Kassaja, Director of Corporate Services – TCU

Time	Event
01:30 – 02:00 pm	<b>Lunch Break</b> All
02:00 – 04:00 pm	<b>Presentation 6:</b> <b>Upholding Professional Ethics and Integrity in Quality Assurance</b>
04:00 – 04:10 pm	<b>Vote of Thanks</b> Representative of Participants
04:10 – 04:40 pm	<b>Closing Remarks</b> Prof. Charles Kihampa, Executive Secretary – TCU
04:40 pm	<b>END OF THE WORKSHOP</b>

## Presentation 1:

# Quality Assurance and the University Regulatory Framework in Tanzania

Prof. Charles Kihampa, Executive Secretary – TCU

## Objective

To provide staff responsible for quality assurance at the Tanzania Commission for Universities (TCU) with a comprehensive understanding of the national quality assurance system governing university education. This session aims to deepen knowledge of the legal, institutional, and policy instruments that regulate quality in higher education and clarify TCU's leadership role within this framework. The objective is to equip participants with the conceptual clarity and practical orientation needed to effectively support and enforce quality assurance functions across institutions, ensuring alignment with



**PROF. CHARLES KIHAMPA**  
Executive Secretary – TCU

national standards, institutional autonomy, and public accountability.

## Key Content

- i) TCU's Mandate in Quality Assurance:
  - Legal foundation and statutory powers of TCU as outlined in the Universities Act, Cap. 346
  - TCU's strategic responsibilities: registration, accreditation, monitoring, institutional audits, and enforcement

- Coordination with other government agencies (e.g., NACTVET, HESLB, NACTE) for system-wide coherence
- ii) Overview of the National QA Framework and Institutional Expectations:
  - Structure and components of Tanzania's QA framework: internal and external quality assurance
  - Key policies, guidelines, and standards guiding university operations and academic programmes





- Expectations from institutions regarding internal QA mechanisms, performance audits, and quality reporting
- Integration of quality assurance with institutional planning, teaching and learning, and research quality

### iii) Interface Between QA Officers and University Governance Structures:

- Role of QA officers in supporting Councils, Senates, and Academic Boards
- Ensuring that institutional decisions reflect national QA standards and regulatory compliance
- Promoting a culture of quality across governance levels
- Best practices in engagement, communication, and feedback between TCU and institutional QA units



# Understanding the Legal Backbone: A Snapshot of the Universities Act, Cap. 346 and the University Regulations, 2013

Adv. Benard Kongola, Legal Counsel – TCU

## Objective

To equip Quality Assurance Officers at the Tanzania Commission for Universities (TCU) with a thorough understanding of the legal foundation that governs university education in Tanzania. This session will examine the key provisions of the Universities Act, Cap. 346 and the University Regulations, 2013, highlighting their practical implications for the regulation, oversight, and quality assurance of higher education institutions. The goal is to enhance legal literacy among QA staff, enabling them to interpret, apply, and enforce regulatory provisions effectively



**ADV. BENARD KONGOLA**  
Legal Counsel – TCU

within their day-to-day responsibilities, while ensuring consistency, fairness, and institutional accountability in all QA-related processes.

## Key Content

- i) Core Provisions of the Universities Act and the 2013 Regulations:
  - Historical context and rationale for the Universities Act and its amendments
  - Structure of the Act: governance, institutional classification, licensing, and registration
  - Key sections related to academic quality, programme approval, institutional audits, and accreditation
  - Summary of the University Regulations (2013) and their role in operationalising the Act
- ii) Legal Obligations of Universities and Regulators:
  - Statutory duties of universities in maintaining academic standards and adhering to QA requirements

- TCU's regulatory authority and enforcement powers under the law
- Institutional responsibilities for reporting, compliance with minimum standards, and internal QA
- Rights and limitations of both regulators and regulated institutions
- iii) Compliance Mechanisms and Enforcement Implications for QA Officers:
  - Procedures for institutional registration, accreditation, and periodic review
  - Legal consequences of non-compliance (warnings, suspensions, withdrawal of accreditation, etc.)
  - The role of QA officers in documenting violations, preparing audit findings, and advising enforcement actions
  - Case examples and legal precedents relevant to QA operations
  - Best practices for ensuring due process and procedural fairness in regulatory enforcement



# Accreditation and Quality Assurance: Processes, Principles, and Challenges

Dr. Telemu Kassile, Director of Accreditation – TCU

## Objective

To enhance the capacity of Quality Assurance Officers at the Tanzania Commission for Universities (TCU) by providing an in-depth understanding of accreditation as a fundamental mechanism for maintaining and enhancing quality in higher education. This session will explore the principles guiding accreditation, outline the evaluation procedures, and clarify the regulatory and facilitative roles played by QA officers. It will also examine common challenges faced during accreditation processes, such as institutional



**DR. TELEMU KASSILE**  
Director of Accreditation – TCU

unpreparedness, data inconsistencies, and inadequate internal QA structures, and offer practical strategies for addressing them. Ultimately, the session aims to equip participants with the knowledge and tools necessary to effectively support institutions through all stages of the accreditation lifecycle while upholding TCU's standards and expectations.

## Key Content

- i) Accreditation Standards and Evaluation Procedures:
  - Definition and purpose of accreditation in the Tanzanian university education context
  - Types of accreditations: provisional, full, programmatic, and institutional
  - Criteria and benchmarks used in the evaluation process (e.g., governance, curriculum, staff qualifications, infrastructure, quality assurance systems)
  - Step-by-step overview of the accreditation process, from application to final decision





- Role of peer review panels, site visits, self-evaluation reports, and evidence validation
- ii) Role of QA Officers in Coordinating and Monitoring Accreditation Processes:
  - Facilitating communication between TCU and applicant institutions
  - Reviewing institutional submissions and supporting documentation
  - Organising and participating in review panels and institutional audits
  - Ensuring compliance with timelines, procedures, and ethical standards
  - Monitoring post-accreditation obligations such as periodic reviews, reporting, and improvement actions
- iii) Common Issues During Accreditation and Institutional Preparedness:
  - Frequent gaps in institutional readiness (e.g., weak internal QA units, incomplete documentation, lack of qualified staff)
  - Challenges related to data accuracy, self-assessment capacity, and stakeholder involvement
  - Institutional resistance or misunderstanding of QA expectations
  - Best practices for improving institutional preparedness through guidance, capacity-building, and early engagement
  - Strategies for QA officers to balance regulatory oversight with constructive institutional support

#### Presentation 4:

## Admissions Oversight and Higher Education Statistics: Data for Quality and Policy Implementation

Dr. Fikira Kimbokota,  
Director of Admissions Coordination and Database Management – TCU

#### Objective

To strengthen the capacity of Quality Assurance Officers at the Tanzania Commission for Universities (TCU) to effectively oversee admissions processes and utilise higher education statistics as strategic tools for quality assurance and policy formulation. This session will examine the regulatory framework governing coordination of admissions, the QA relevance of enrollment and completion data, and the importance of reliable, timely statistics in monitoring institutional performance and national education goals.



**DR. FIKIRA KIMBOKOTA**  
Director of Admissions  
Coordination and Database  
Management – TCU



By focusing on data interpretation, trend analysis, and policy linkage, the session aims to ensure QA officers can meaningfully contribute to evidence-based planning, institutional accountability, and quality improvement initiatives.

### Key Content

- i) TCU's Admissions Framework and Coordination:
  - Overview of the coordinated admission process and its role in ensuring transparency, fairness, and efficiency
  - Regulatory policies guiding admissions (e.g., minimum entry qualifications, programme quotas, special considerations)
  - TCU's mandate in managing applications, placement, and institutional compliance
  - Quality assurance checkpoints during the admissions cycle (e.g., verification of credentials, institutional readiness, compliance reviews)

- The QA officer's role in monitoring adherence to guidelines and providing feedback for system improvement
- ii) Trends and Observations of Admissions from the Past Years
  - Analysis of national enrollment patterns by gender, region, institution type, and programme cluster
  - Notable developments such as shifts in programme demand, increased competition, or disparities in access
  - Emerging concerns (e.g., oversubscription in certain programmes, underutilisation of others, gender imbalance)
  - Implications of these trends for resource allocation, policy adjustments, and QA focus areas
- iii) QA Implications of Enrollment, Completion, and Graduate Outcome Data
  - Importance of tracking student progression and completion rates as indicators of institutional quality

- Use of graduate tracer studies and labor market feedback in curriculum review and policy advocacy
- Monitoring of dropout and transfer rates as signals of potential systemic issues
- How QA officers can integrate data into institutional assessments, accreditation reviews, and performance monitoring
- Strengthening the use of higher education statistics in planning, reporting, and strategic foresight at both institutional and national levels



# Strategic Planning in Practice: Understanding the TCU's Five-Year Rolling Strategic Plan and Its Implementation through Annual Action Plans

ACPA. Buyamba Kassaja, Director of Corporate Services – TCU

## Objective

To deepen the understanding of staff responsible for quality assurance at the Tanzania Commission for Universities (TCU) regarding the structure, implementation, and relevance of the Commission's Five-Year Rolling Strategic Plan (FYRSP). The session aims to equip QA Officers with the knowledge and skills necessary to effectively translate strategic priorities into



**ACPA. BUYAMBA KASSAJA**  
Director of Corporate Services – TCU

annual, actionable activities that directly support institutional goals. By exploring the interlinkages between long-term planning and day-to-day QA responsibilities, the session will foster a sense of strategic ownership and enhance the alignment of quality assurance functions with national higher education objectives, resource planning, and performance monitoring.

## Key Content

- i) Overview of Five-Year Rolling Strategic Plan: Purpose, Structure, and Key Focus Areas
  - Rationale for adopting a rolling strategic plan approach in a dynamic higher education context
  - Breakdown of strategic focus areas (e.g., quality assurance, regulatory excellence, stakeholder engagement)
  - Core principles that guide the development of TCU's strategic framework (e.g., alignment with national policies, inclusiveness, results orientation)
- ii) How the FYRSP Guides Institutional Priorities and National Higher Education Goals
  - The role of the FYRSP in aligning TCU's work with Tanzania's Vision 2025, Education Sector Development Plan (ESDP), and other policy frameworks
  - Strategic goal-setting in relation to the Commission's regulatory mandate and quality assurance leadership
  - Examples of how strategic initiatives are cascaded into institutional actions and outcomes
- iii) The Role of QA Officers in Operationalising Strategic Objectives
  - Understanding how QA officers contribute to key strategic results (e.g., improved accreditation systems, data-driven oversight, institutional capacity building)
  - Integration of QA roles in planning cycles, monitoring frameworks, and strategic reviews



- Coordinating cross-departmental efforts to implement and track quality-related targets
- iv) Step-by-Step Process of Developing Annual Action Plans from Strategic Goals
- Translating long-term goals into annual priorities and measurable targets
  - Identifying key activities, timelines, responsible units, and expected outcomes
  - Budgeting and resource allocation as part of operational planning
  - Linking individual staff performance goals with the Annual Action Plan
- v) Aligning QA Activities (Accreditation, Audits, Compliance Reviews) with Strategic Targets

- Planning QA operations in accordance with strategic deliverables
  - Using strategic indicators to prioritise institutional engagement, risk-based audits
  - Ensuring flexibility while maintaining focus on impact and compliance
- vi) Monitoring Progress, Reporting Outcomes, and Using Data to Inform Future Planning:
- Introduction to performance tracking tools (e.g., M&E frameworks)
  - Regular reporting mechanisms and their use in management decision-making
  - Feedback loops for continuous improvement and adaptive planning





# Upholding Professional Ethics and Integrity in Quality Assurance

## Objective

To reinforce a deep understanding and commitment among Quality Assurance Officers at the Tanzania Commission for Universities (TCU) to uphold the highest standards of professional ethics and integrity in the execution of their regulatory duties. The session will emphasize the importance of ethical conduct as a foundation for quality, trust, and credibility in higher education regulation. Participants will be guided through the core ethical principles governing public service and quality assurance, including transparency,

accountability, objectivity, and impartiality. The session will also focus on practical ethical challenges commonly encountered in QA work, such as conflicts of interest, data manipulation, favoritism, and undue influence, and provide strategies to navigate these dilemmas while fostering a culture of ethical leadership within the Commission and among institutions it oversees.

## Key Content

- i) Principles of Professional Ethics: Transparency, Accountability, Objectivity

- Overview of public service ethics as applicable to regulatory bodies
  - Ethical standards defined in the Public Leadership Code of Ethics Act and related policies
  - How these principles apply specifically to QA processes, accreditation, auditing, compliance monitoring, data reporting
  - The role of ethics in preserving institutional autonomy and fairness in regulatory oversight
- ii) Managing Conflicts of Interest and Confidentiality
    - Understanding different types of conflicts: financial, relational, institutional bias
    - Identifying and declaring potential conflicts in QA processes (e.g., review panels, institutional visits)
    - Guidelines for maintaining confidentiality of sensitive institutional information and data





- Procedures for escalation, recusal, and ethical reporting mechanisms
- iii) Real-Life Scenarios and Case Discussions from QA Practice
- Group discussions on practical ethical dilemmas encountered during QA activities
  - Examples may include: pressure to approve unqualified programs, biased site evaluations, data falsification, and political interference
  - Interactive analysis of the ethical dimensions, possible actions, and consequences
  - Facilitator-led review of real cases (anonymised) handled by oversight

- agencies like TAKUKURU
- iv). Building a Culture of Ethical Leadership within Regulatory QA Roles
- Ethics as a leadership function: influencing others through integrity and principled action
  - Promoting ethical behavior internally (within TCU) and externally (towards universities)
  - Strategies for embedding ethics into QA policies, procedures, and decision-making frameworks
  - Creating safe reporting environments, whistleblower protection, and zero-tolerance policies





# WHO WE ARE

The Tanzania Commission for Universities (TCU) is a government agency which was established on the 1st July 2005, under the Universities Act, Cap. 346 of the Laws of Tanzania with a legal mandate to recognise, register and accredit universities in Tanzania. It also regulates local or foreign university-level programmes, coordinates the proper functioning of universities and ensures a harmonised higher education system in the country.


TCU succeeded the then Higher Education Accreditation Council (HEAC), which was established in 1995 under the Education Act, 1995. The HEAC had a mandate to regulate the establishment and accreditation of private universities. Being limited only to private universities, such mandate was considered unfavourable for the promotion of a viable public-private partnership in higher education.

To address this, the government created a unified and harmonised higher education system under the TCU. To ensure such a system does not compromise institutional peculiarities and autonomy, each university is vested with the legal right to operate under its charter. The TCU implements the National Education Policy through its functions which can be clustered into three major areas:

- 1. Regulatory Function:** Ensures quality assurance by evaluating universities, programmes, and systems. Validates programmes,







accredits institutions, and evaluates university awards for use in Tanzania.

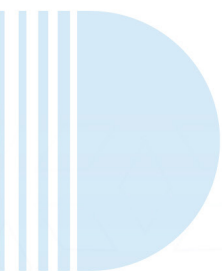
**2. Advisory Function:** Advises the government and public on university education, policy formulation, and international higher education issues.

**3. Supportive Function:** Coordinates university operations, students' admissions, and provides training in areas like quality assurance, leadership, entrepreneurship, and resource mobilisation.

Over the years, the Commission has made significant progress in upholding standards, ensuring quality, and maintaining the relevance of university education, training, and research. It remains committed to integrating quality assurance practices into higher education, fostering continuous improvement in universities and academic programmes.

TCU is a member of Inter-University Council for East Africa (IUCEA) and African Quality Assurance Network (AfriQAN).





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