

# INSTITUTE OF SOCIAL WORK



## LINKS AND COOPERATION POLICY

2018

## PREFACE

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This Links and Cooperation Policy is for the Institute of Social Work (ISW). It is issued by the Board of Governors of the Institute of Social Work pursuant to Section 17 of the National Social Welfare Training Institute Act, No. 26 of 1973 as amended by written Laws (Miscellaneous Amendment) Act No. 25 of 2002.

The Links and Cooperation Policy is one of the instruments of the Institute that has been approved to facilitate cooperation requirement in compliance with the Institute Strategic Plan 2017-2021. The Strategic Plan states that in carrying out its functions, the Institute influences and is influenced by other institutions within and beyond Tanzania. The policy will enable the Institute to carry out its core functions (Training, Research and Consultancy) by promoting the competitiveness of its programmes and academic staff. The partnerships will also create opportunities for enhancing human resource development and facilitating exchange of information and experience.

The Institute Links and Cooperation Policy provide guidelines and procedures for establishing, promoting and maintaining partnerships. On one hand the policy shall guide decision makers on matters related to partnerships. On the other hand, the Institute and partners are expected to translate it into action by committing themselves and participating actively to its successful implementation. The Institute Management undertakes to offer the leadership and support including facilitation needed in achieving the intended Objectives.

Generally, Links and Cooperation Policy is a road map that charts out the direction and provides a broad framework to guide the Institute in its intention to cooperate with other institutions of higher learning and other Organizations across the world. The policy therefore defines the goal and purpose of links and cooperation at Institute, key actors and beneficiaries. It also envisions the outcomes and impact of cooperation efforts to the Institute and its partners. It gives guidance on various aspects including goal and purpose for the Institute links and cooperation endeavors as well as defining the parties to the policy.

This policy will be subjected to review every three years to respond to prevailing conditions, limitations and opportunities. This policy may be reviewed based on the terms contained in other documents such as Memoranda of Understanding, Institute's Policies, and Government directives. Except as may be herein specifically reserved to the Board of Governors, the Rector is hereby empowered to effect day-to-day application and interpretation of this policy.

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Dr. Zena Mabeyo  
**Ag RECTOR**

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## ACRONYMS

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<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>CBE</b>	College for Business Education
<b>HIV</b>	Human Immunodeficiency Virus
<b>ICT</b>	Information and Communication Technology
<b>ISW</b>	Institute of Social Work
<b>KPI</b>	Key Performance Indicators
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MoU</b>	Memorandum of Understanding
<b>MVC</b>	Most Vulnerable Children
<b>NIT</b>	National Institute for Transport
<b>OUT</b>	Open Institute of Tanzania
<b>PPP</b>	Public Private Partnership
<b>REPSSI</b>	Regional Psychosocial Support Initiative
<b>TIA</b>	Tanzania Institute of Accountancy
<b>TUCTA</b>	Trade Union Congress of Tanzania
<b>UDSM</b>	Institute of Dar es Salaam
<b>UNICEF</b>	United Nations Children's Fund
<b>USA</b>	United States of America

## SECTION ONE

### INTRODUCTION

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#### 1.1 Background

The Institute of Social Work (*formerly the National Social Welfare Training Institute*) is a body corporate established by Act No. 26 of 1973. The Act was subsequently amended under the written laws (*Miscellaneous Amendment*) No. 25 Act 2002. The Institute was established for the purpose of providing training, research and consultancy services in the field of Social Work and other related fields. Today the Institute has expanded and provides training and conducts research and consultancy in areas of Labour Relations, Human Resources Management and Business Administration.

Pursuant to its vision and mission, the Institute has established a number of links and cooperation ventures with various local and international institutions since 2000. The partnerships with the following Institutions: Bergen Institute College, Norway; Jane Adams School of Social Work and Midwest AIDS Training and Education Center of the Institute of Illinois Chicago, USA; Addis Ababa Institute, Ethiopia; National Association of Social Workers, American Chapter; Carinthia Institute of Applied Sciences, Austria; International Rescue Committee; Institute of Rural Development Planning, Dodoma; Bugando Institute of Health Science, TUCTA College- Mbeya, Fayetteville Institute of North Carolina; Oslo Institute, Norway; Buffalo Institute at New York, USA; and UNICEF; REPSSI and; KwaZulu Natal Institute (SA). However, only Bergen Institute College, Oslo and Acasious Institute, Norway; UNICEF, REPSSI, and KwaZulu Natal, TUCTA College and Bugando.

Since the inception of Links and Partnership, ISW has depended on its goals and objectives to design and guide their operationalization. Now ISW has realized that in order to fill in the gap and to manage the partnership efficiently and effectively, the Institute is prompted to develop a policy framework that would align with the existing Institute plans, policies, and memoranda of understanding, strategies, directives, guidelines and the Institute Strategic Plan (2017 - 2021). This policy is therefore necessary for achieving commitments reflected in Mission and Vision statements of the Institute.

## 1.2. **Rationale of the Policy**

The growth of the Institute's Links and Cooperation has prompted the Institute to formulate a policy to guide the establishment, management and maintenance of Links and Partnership. Such a policy will provide a framework for partnership to meet the requirements of the fourth ISW 2017-2022 Strategic Plan objectives and national partnership interests in line with vision 2025. The policy defines procedures for partnership, roles and responsibilities for partners towards promotion of the Institute's core activities of Training, Research and Consultancy. This entails that all stakeholders shall be treated with equal respect, regardless of their place social orientation and status, creed, gender or sexual orientation.

## 1.3 **Methodology**

The process of developing this policy involved carrying out an in-depth review of literature, studying various government policies and legislation, links and cooperation policies and memoranda of understanding from sister Institutions. The following documents provided useful guidance, The Constitution of the United Republic of Tanzania, 1977, The National Higher Education Policy of 1999. The National PPP Policy of 2010; Tanzania's Five Year Development Plan for 2016–2021 and Tanzania Development Vision 2025. Other documents include the Education and Training Policy (1995), National Strategy for Development Co-operation 2016-2019, National Higher Education Policy of 1999 and the Universities Act of 2005.

Moreover, Institute Links and Co-operation Policy has taken into account Policies and links memoranda of understanding from similar local higher learning institutions including the Institute of Dar - es - Salaam, Open Institute of Tanzania, National Institute for Transport, Tanzania Institute of Accountancy, Centre for Foreign Relations and College for Business Education.

The process further involved review of other Institute's legal and policy documents. These include the Staff Training and Development Policy (2014), Staff Regulations (2013), Board Directives and Periodic Reports, Strategic Plan (2017-2021), Establishment Act of 1973 as amended in 2002 and memoranda of understanding.

The process of developing this policy also consulted various stakeholders. The stakeholders who were consulted include Institute staff, coordinators of projects carried out under links and cooperation unit, heads of departments and; students. The draft policy was tabled and discussed by the Institute Management Committee, the Staff Development and Training Committee and the ISW Workers Council. The policy was approved by the Board of Governors for implementation.

#### 1.4 **Organization of the Policy**

This policy has five sections. Section one covers introduction and rationale, section two covers policy objectives, issues, statements and strategies are; Section three presents policy statements; section four covers policy procedures and; section five provides information on monitoring and evaluation of the Policy.

#### 1.5 **Principles guiding links and cooperation**

Links and cooperation shall be guided by the following principles:

- i) **Mutual agreements:** The Institute shall ensure that prior to engagement into any partnership project and joint/cooperative venture there shall be discussions, consultation and mutual agreements between the parties expressing willingness and readiness of each party to become part of the cooperation.
- ii) **Adequate benefits:** The Institute shall ensure that the partnership projects have adequate though not necessarily equal benefits to parties involved.
- iii) **Equal participation and involvement:** Partnership arrangements shall ensure that parties are equally involved and efforts are made to ensure that parties are facilitated to participate in various activities included in the partnership projects. For instance, in a partnership programme involving student or staff exchange, parties should strive to ensure that resources are mobilized to facilitate equal participation of all parties in the programme.
- iv) **Legality of projects/ cooperation:** Each party to a Partnership shall have the obligation to ensure that the partnership projects initiated do not contravene the existing laws of the land and are within the mandate and scope of work of the parties involved.
- v) **Commitment to goal attainments:** Each party shall strive to ensure that it commits itself towards realization of mutually agreed goals, objectives and resources. This might entail among others appointing focal persons for specific project(s). However, in case of any unforeseeable challenge, parties shall communicate to amicably find solutions.

## SECTION TWO

### **POLICY OBJECTIVES, ISSUES, STATEMENTS AND STRATEGIES**

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#### **2.1 Policy Objectives, issues, description and Policy Statement**

The main goal of this policy is to establish an institutional framework through which an effective, efficient and dynamic links and cooperation services can be promoted and maintained to enhance the quality of training, research and consultancy services as per the ISW vision and mission.

#### **2.2 Policy Issue**

Links and Partnership has been operating at ISW for about 20 years and have positively contributed to promote the quality of training, research and consultancy. However procedures to establish effective, efficient and dynamic links and cooperation services need to be put in place for the purpose of maintaining robust links and partnerships and build effective and efficient services and programmes.

##### **2.2.1 Policy Objectives**

- (i) To provide guidelines and procedure for establishment and maintenance of links and partnerships between ISW and other partners.

##### **2.2.1.1 Policy Statement**

- (i) The Institute will devise procedures to be followed in the establishment and maintenance of links and cooperation.
- (ii) The management will adopt the procedures when establishing and maintaining Links and cooperation.
- (iii) The policy will guide the Managerial decisions on cooperation

##### **2.2.1.2 Issue description**

Despite its collaboration with various institutions and organizations, the Institute lacks a policy that spells out procedures to be followed in the establishment and maintenance of links and cooperation.

### 2.2.1.3 Policy Strategy

- (i) Seeking co-operation and links with institutions with common interests as well ensuring that the partnerships safeguard national and Institute interests
- (ii) Ensuring adherence to established procedures.
- (iii) Partnership Managerial decisions guided by policy

### 2.2.1.4 Policy Issue

The Institute has been missing defined roles and responsibilities in the implementation of collaborative activities with partners. Therefore, it is important for policy to establishing clear role and responsibilities for each partner.

### 2.2.2 Policy Objective

- (i) To establish roles and responsibilities of each partner in the implementation of partnership programmes.
- (ii) To ensure that the objectives to be achieved are clear to all partners and that working relations are based on a common understanding of respective roles and responsibilities.
- (iii) To create necessary conditions which shall enable the Institute to participate and contribute effectively in the areas of academics, research and consultancy at local and international levels.

#### 2.2.2.1 Policy Statement

The Institute shall establish roles and responsibilities for each partner in the implementation of collaborative activities.

#### 2.2.2.2 Issue description

The Institute was engaged in collaboration with various institutions and organizations without established roles and responsibilities of partners in the implementation of collaborative partnership activities.

#### 2.2.2.3 Policy Strategy

- (i) Establish roles and responsibilities of partners.
- (ii) Strengthen capacity building in the field of training and research
- (iii) Define and state roles and responsibilities in MoU's and Agreements.
- (iv) Respect partnership MoU's and Agreements
- (v) Develop mutual understanding of roles and responsibilities of each partner

### 2.2.3. Policy Issue

For a long time ISW has implemented partnership activities without standard guidelines. Links and cooperation activities were being implemented without any guidelines leading to limited engagement of ISW Faculty in the partnership activities. It is important to have in place conditions for partnership that would ensure full and effective and efficient engagement of respective partners.

#### 2.2.3.1 Policy Objective

- (i) To define areas of focus for links and partnerships
- (ii) To provide conditions for engagement of staff and the Institute in partnership activities

#### 2.2.3.2 Policy Statement

The Institute shall set conditions for guiding cooperation with partners

##### 2.2.3.2.1 Issue description

The Institute was engaged in partnership with various institutions and organizations without setting conditions for guiding partnership.

#### 2.2.3.2 Policy Strategy

- (i) Properly coordinate all links and co-operation activities as per agreements reached between partners;
- (ii) Enter into agreements and partnerships that shall be of mutual benefits;
- (iii) Determine areas for partnership
- (iv) Ensure that national and Institute interests in the partnership are protected

### 2.2.4 Policy Issue

Partnership activities have been implemented without monitoring and evaluation procedures. Following the implementation of partnership activities under the Links and cooperation policy it is important to establish procedures for monitoring and evaluation of operations as required by the policy.

#### 2.2.4.1 Policy Objective

To provide tools for monitoring, evaluation and review of links and cooperation among the partners

#### **2.2.4.2 Policy Statement**

The Institute shall introduce procedures for monitoring and evaluating links and cooperation and partnerships

##### **2.2.4.2.1 Policy description**

The Institute lacked guiding procedures for monitoring and evaluating links with various institutions and organizations

##### **2.2.4.2.2 Policy Strategy**

- (i) Establish and define procedure for monitoring and evaluating links and partnership
- (ii) Determine the partnership monitoring and evaluation system
- (iii) Develop tools for partnership Key Performance Indicators, monitoring and evaluation
- (iv) Determine partnership monitors and evaluators
- (v) Establish monitoring plan and evaluating timeframe schedules.

#### **2.2.5 Policy Issue**

The Institute lacked mechanism to ensure capacity building efforts to sustain programmes and partnership services through cooperation.

##### **2.2.3.1 Policy Objective**

To ensure that capacity building efforts lead sustainable and effective programme and services

##### **2.2.3.2 Policy Statement**

The Institute shall ensure that effectively sustains programmes and services through links.

##### **2.2.3.3 Policy Strategy**

2.2.3.3.1 Securing partners that deal with capacity building to sustain programmes and services.

2.2.5.3.2 Encourage staff to apply for sabbatical leave

2.2.5.3.3 Partner with stakeholders with capacity to sustain and effect programmes and services

## 2.2.6 **Policy Issue**

The existing ISW links has not been able to establish a sound system for partners in the area of resources sharing, programme design, staff exchange, staff training and utilization of facilities and equipment.

### 2.2.6.1 **Policy Objective**

To build partnership and linkages with various higher learning institutions and other development agencies for the purpose of sharing resources and design exchange programmes with regard to staff training and utilization of facilities and equipment

### 2.2.6.2 **Policy statement**

The institute shall ensure that engage in exchange programmes with partners and utilize facilities and equipments as to train its staff policy strategy.

### 2.2.6.3 **Policy strategy**

2.2.6.3.1 Develop exchange programmes through partnership

2.2.6.3.2 Negotiate with partners in sharing resources and utilize facilities and equipments under good terms

**SECTION THREE**  
**POLICY PROCEDURES**

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**3.1 Guiding procedures for establishment and maintenance of links and partnerships**

- (i) The establishment of links and partnership programmes shall depend on needs of each party and relevancy of proposed partnership.
- (ii) Clearly stipulated and attainable objectives shall be developed and agreed upon by parties prior to commencement of partnership.
- (iii) There shall be mutually binding agreements (in form of Memorandum of Understanding) between the Institute and partner institution(s) prior to engagement into collaboration.
- (iv) The Institute shall seek information about the accreditation status of institutions proposing partnership in order to ensure that it enters into partnership with accredited Institutions
- (v) The Institute shall seek letters of intentions and commitments from institutions intending to establish partnership or conducting joint programme
- (vi) Both parties shall have the responsibility of ensuring that the link/ partnership established adheres to the agreed goals and; such goals do not contravene national laws.
- (vii) The partnership should not in any way be suppressive to any party.
- (viii) There should be clearly stipulated benefits for each partnership.
- (ix) Each party shall have right of withdrawing from partnership under stipulated procedures.

**3.2 Roles and responsibilities of partners in the implementation of collaborative activities**

- (i) Each party shall strive to ensure that agreements reached are implemented as agreed.
- (ii) Each party shall have the obligation to appoint a partnership coordinator (focal person) for each partnership programme

- (iii) The programme coordinators shall ensure proper planning, implementation and periodical reporting of project activities as per agreements
- (iv) Parties shall develop mechanisms for management of partnership affairs including those for resolving problems and misunderstandings.
- (v) Parties shall have the responsibility of designing strategies for ensuring the sustainability of the projects/programmes

### 3.3 Conditions for partnership

- (i) Partnership shall benefit both parties equally.
- (ii) Each party shall have a responsibility for ensuring that it contributes, either in kind or materially and financially in the implementation of the agreed programmes
- (iii) For partnership programmes that endeavors to undertake joint consultancy services, an overhead cost of not less than 10% of the project value shall be paid to the Institute
- (iv) When staff is required to travel in abroad to implement a partnership project, the project shall ensure that the staff is insured.

### 3.4 Areas of focus for links and partnerships

The Institute shall engage in partnerships that have direct focus and link to its core Objectives which are training, research and consultancies.

- (i) The Institute shall also engage in partnerships that have broader national, social and economical goals leading to the improvement of living standards, eradication of poverty and achievement of development goals.
- (ii) The links and co-operation programmes shall address Institute's requirements for expansion including establishment of new programmes.
- (iii) The Institute shall also engage into partnerships that provide opportunities for knowledge and experience sharing such as student and staff exchange programmes
- (iv) The Institute shall also engage in partnerships that aim at enhancing research, scholarly and academic writing skills/ capacities such as joint research, fellowships and publication programmes.
- (v) The Institute shall engage in partnerships projects and programmes that aim at enhancing knowledge sharing and capacity building through organizing joint national and international conferences, seminars and workshops.

- (vi) The Institute shall engage in partnerships that aim at improving training programmes through curriculum review, development of study manuals and establishment of joint study programmes.
- (vii) The Institute shall involve and partner with institutions that aspire to develop innovative programmes that aim at modernizing the Institute including improvement of teaching and learning environment.
- (viii) The Institute shall also engage in partnership that aim at improving fieldwork practice and industrial learning for students.
- (ix) The Institute shall engage in collaborative events that will acknowledge the Institute participation and enhance the application of scholarships and grants for implementation academic and or other development projects.

## SECTION FOUR

### ROLES OF DIFFERENT ACTORS IN IMPLEMENTING THE POLICY

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This policy shall be implemented by different actors at all levels of the Institute. The roles of different actors are explained below.

#### 4.1 Roles of the Board of Governors

The Board of Governors shall approve and own the policy. Any policy change shall be submitted to the Board for endorsement. The Board has a right to revoke any partnership agreement that threatens the national and institutional interests.

#### 4.2 Roles of the Management

- i) The Rector shall have powers to oversee the effective implementation of the policy. He shall be advised by the Deputy Rectors, Heads of Department, and the Legal Officer.
- ii) The Rector shall be a signatory for approved partnership.
- iii) The financial requirements shall be determined by departments and where applicable approved by the Rector.
- iv) The Management shall ensure allocation of funds for effective implementation of partnership projects.

#### 4.3 Roles of Heads of Academic Departments

- (i) The Heads of Academic Department shall coordinate periodic preparation, updating, implementation and evaluation of activities undertaken under local and foreign links and co-operation.
- (ii) Develop criteria and standards for determining different partners for the links and co-operation.
- (iii) Liaise with internal and external partners on matters related to co-operation
- (iv) Mobilize resources for implementation of partnership activities.
- (v) Prepare quarterly and annual reports of the implementation of Links and Cooperation programmes and projects
- (vi) Ensure that the Institute community is aware of the links and co-operation programmes and benefits

- (vii) Initiate, implement and maintain partnerships that directly relate to the their areas of interests
- (viii) Shall appoint focal persons for specific projects/programmes. They may also appoint Links and Coordination coordinators for their respective departments – who shall coordinate department partnership projects and report to the Links and Cooperation coordinator of the Institute.
- (ix) Prepare budgets and ensuring efficient and effective implementation of partnership projects.
- (x) Ensure timely reporting of the progress, successes, challenges and or problems associated with implementation of partnership projects.
- (xi) Ensure adherence to principles and conditions of partnerships as stipulated in this policy.
- (xii) Timely review and evaluation of collaborations.
- (xiii) Develop constructive and innovative ideas and participate actively in the planning and execution of the links and co-operation programmes.

#### 4.4 **Roles of Departmental Links and Cooperation coordinators**

There are shall be Coordinators of Links and Cooperation at the Department level who will be responsible for:

- (i) Identifying Departmental links and co-operation needs
- (ii) Developing links and cooperation short term and long term plans and programmes
- (iii) Identifying collaborations aimed at generating funds for implementation of partnership projects
- (iv) Developing an updated database for established collaboration to be submitted to the Links and Co-operation Unit
- (v) Conduct Monitoring and Evaluation of links and co-operations activities and submit reports to the links unit for compilation and subsequent submission to the Institute's links and co-operation steering committee for review and recommendations to other Institute's organs.

## SECTION FIVE

### IMPLEMENTATION FRAMEWORK, MONITORING AND EVALUATION

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#### 5.1 **Organization and Mandate**

The implementation of Links and Cooperation Policy shall be institutionalized within the Institute's organization structure. This Policy shall be coordinated by the Heads of Departments who shall report to the DRAC on all issues relating to the Policy.

The Steering Committee through DRAC shall oversee the development and guide the delivery of the partnership Strategy while working with key stakeholders and Partnership panel.

The Academic Committee of the Board (ACB) shall endorse any changes that may be made to the policy before approval by the Board of Governors.

#### 5.2 **The Role of the Heads of Departments in the Implementation Framework**

- (i) To monitor the implementation of the Policy.
- (iii) To ensure that partnership programmes are conducted basing on principles of this Policy.
- (iv) To advice on changes needed on the Policy.

#### 5.3 **The Roles of Links and Coordination Steering Committee**

- (i) Oversee the Institute's Strategy and ensure delivery of its strategic objectives;
- (ii) Protect and enhance the Institute's reputation to Partners and promote the Institute's vision;
- (iii) Review proposals and initiatives for partnerships and collaborations and provide advice to the Institute Management with respect to training, research and consultancy activities
- (iv) Develop and implement appropriate strategies utilizing the resources of the Institute and initiatives to enhance the Institute's activities
- (v) Oversee alignment of the Partner's work with the wider Partnership Strategy and the Institute's 2017 - 2022 Strategic Plan;
- (vi) Monitor the quality, effectiveness and alignment of the activities of the Centre in China and develop strategies for quality improvement;

- (vii) Monitor the Institute's partnerships and relationships with Partnering Institution , Government and the business community;

#### 5.4 **The Role of Other Stakeholders**

Implementation of the Links and Co-operation Policy depends on cooperation from every member of the Institute community and partners. However, specific stakeholders (officers from within and outside the Institute) shall be consulted from time to time to support and facilitate the implementation of the Policy.

#### 5.5 **Monitoring and Evaluation (M&E)**

Implementation of the Links and Cooperation Policy shall depend upon established M&E mechanisms to assess the implementation of Policy goals and objectives. Heads of department shall work jointly with other stakeholders in the monitoring and evaluation of the policy activities. The Key Performance Indicators (KPI) shall be developed from the Institute Strategic Plan 2017-2021 as guidelines to be used for M&E of the Policy. The M&E mechanism shall continuously analyze the Policy implementation and advise accordingly. That notwithstanding monitoring and evaluation indicators shall include:-

- a. Having annual plan for the partnership programmes
- b. Conducting periodic evaluation of the partnership programmes
- c. Producing quarterly progress report for each partnership programme
- d. Producing final report for every partnership programme implemented in full/closed.
- e. Giving feedback to partners and stakeholders of the partnership program.

#### 5.6 **Status of the Policy**

This is a new policy

#### 5.7 **Key Stakeholders**

Stakeholders whose views were sought during the development of this policy were:

- (i) RECTOR, DR: ARC, DR: PFA
- (ii) Heads of Department and administrative units
- (iii) Faculty and students
- (iv) Links and Cooperation Coordinator and staff
- (v) Project coordinators and staff

5.7.1. The main stakeholders of this policy are;

- (i) Board of Governors
- (ii) Institute's staff and students
- (iii) Partners
- (iv) Heads of Departments and Administrative units
- (v) Project Coordinators
- (vi) Community

#### 5.8 **Related Management Organs**

- (i) The Board of Governors
- (ii) Workers Council
- (iii) ISW Management
- (iv) Departments and Units
- (v) ISW Staff Training and Development Committee
- (vi) ISW Planning Committee
- (vii) Links and Coordination steering Committee

#### 5.9 **Review of the Policy**

The Institute's Links and Cooperation policy shall be reviewed after every three years. That notwithstanding the Board of Governors reserves the right to amend and alter any part of this policy at any time. Any changes to this policy shall not affect the programmes and MoU that will be in progress for implementation purposes.

#### 5.10. **Policy Owner**

The policy shall be owned by the Board of Governors of the Institute.

#### 5.11 **Contact Person**

The contact person for issues relating to this policy shall be the Rector, Institute of Social Work, Kijitonyama, Dar es Salaam.