KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE

QUALITY ASSURANCE POLICY

JANUARY 2023

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PREFACE

I am proud to see the quality assurance policy document at KCMUCo has finally been developed. I hope this policy document will be used to direct regular appraisal of our daily activities at KCMUCo. It is traditional for universities to have a perceived role of being community educators. Universities generate and transfer knowledge and skills to their graduates to meet the needs of the stakeholders and the job market. Recently, many employers and stakeholders have challenged the competency of university graduates expressing dissatisfaction due to the dismal performance of university graduates at workplaces. As quantified by the Inter-University Council for East Africa (IUCEA), the dissatisfaction rate recently stands at 67% of employers and other higher Education (HE) stakeholders in Tanzanian. In particular, stakeholders and employers are dissatisfied with the levels of knowledge; skills, and competencies graduates possess upon graduation, which translates to poor performance at workplaces. This has led the IUCEA and many institutions of higher education to reflect on how they transfer knowledge and skills to their graduates. We at KCMUCo have also asked ourselves the same question.

To implement quality in HE universities, activities are directed and regulated by well-established rules, regulations, guidelines and standards focused on students' admission and enrolment requirements, teaching, learning and assessment, research uptake and services, and provision. These regulatory measures aim to ensure our graduates' quality or "fitness for purpose". These quality checks are instituted at different stages of implementation of our core activities to inform us of how we are performing. This lays a foundation for more robust engagement in evaluating our core mandates. In education and health professions, advancements in knowledge and technology are occurring at an unprecedented rate, and thus skills needed in the job market are changing simultaneously. For the College to march with the evolving changes in medical education and remain relevant, we have to create a system of checks and balances or Quality Assurance to ensure we are transforming to achieve the national and international minimum standards and remain competitive. Recognizing these requirements, the College has developed a Quality Assurance policy.

Professor Ephata Kaaya,
Provost

May 2023

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ABBREVIATIONS AND ACRONYMS

CSP   College Strategic Plan

CAC   College Academic Committee

DPs   Deputy Provosts

DPAA   Deputy Provost, Academic Affairs

DPA   Deputy Provost, Administration

HRH   Human Resources for Health
HRSAC   Human Resource and Students Affairs Committee

IUCEA   Inter-University Council of East Africa

KCMUCo   Kilimanjaro Christian Medical University College
FPIC   Finance, Planning and Investment Committee

PMS   Programmes Management System

QA   Quality Assurance

QAO   Quality Assurance Officer

QAP   Quality Assurance Policy

ISAR   Internal Self-Assessment Reports

TCU   Tanzania Commission for Universities

UDSM   University of Dar es Salaam

1.0 BACKGROUND

Tanzania had only one publicly owned medical school from 1963 to the late 1990s when the country's major health sector reforms took place. The liberalization of the economy and provision of social services by the Government rekindled the desire for establishing higher education within the network of the Evangelical Lutheran Church in Tanzania (ELCT). Thus, in 1993 the Executive Council of the ELCT decided to establish a Lutheran university namely Tumaini University, and the Medical College became operational on 1st October 1997 as Kilimanjaro Christian Medical College.

The College initially started with the Faculty of Medicine but soon after that expanded to incorporate more faculties, institutes and directorates such as the Faculty of Medicine, Faculty of Rehabilitation Medicine, Faculty of Nursing, Directorate of Postgraduate Studies, Directorate of Research and Consultancies and Institute of Public Health.

The College adopted the new name of Kilimanjaro Christian Medical University College (KCMU College) in 2010 after a grant of Charter according to the provisions of the Universities Act no 7 of 2005 and Universities (Chartering, Registration and Accreditation Procedures) Regulations of 2006, G.N No. 39 of 21st April 2006, the latter repealed and replaced by the Universities (General) Regulations, Government Notice No.226 published on 19th July 2013.

Like many developing countries, Tanzania is facing a severe Human Resources for Health (HRH) shortage despite its high disease burden. The deficit varies across regions, districts and facilities. The World Health Organization (WHO) reports indicate that the doctor-to-patient ratio in Tanzania currently stands at 1:20,000 instead of the recommended 1:8,000.

KCMUCo embarked on an ambitious plan to address the HRH shortage by becoming the centre of excellence in medical education in East Africa. Over the years, the College has dramatically increased the number of students enrolled in its programs and developed and introduced new undergraduate and postgraduate degree programs. It has also revised all its existing programmes to focus on the skills and competencies acquired by its graduates during the training process. To adequately monitor and evaluate its progress, the College reviewed its quality assurance philosophy and, in late 2013, introduced a unit responsible for coordinating all the monitoring and evaluation of college activities. This Policy takes steps to strengthen the monitoring process. The aim of the shift was and still is to create an environment where staff and the institution can be held accountable for their actions. It ensures that teaching/learning and research are conducted with the utmost integrity to produce graduates with relevant skills to cater for the country's job market. This document reaffirms the College's commitment to achieving the highest academic excellence in all its programs and units by providing quality tertiary education commensurate with the pressing challenges mentioned above. The College's commitment is strengthening the monitoring process to promote a total quality assurance philosophy in the University.

2.0 KCMUCo VISION, MISSION, AND VALUES

2.1 Vision

To be a centre of excellence for the training of health professionals, quality research and public service.

2.2 Mission

To seek quality health through education, training, research, and health services for the attainment of equitable socio-economic development.

2.3 Values

In achieving its VisionVision and fulfilling its Mission, KCMUCo shall be guided by the following values:

    (i) Love,
    (ii) Mercy,
    (iii) Compassion,
    (iv) Integrity,
    (v) Transparency,
    (vi) Diversity,
    (vii) Creativity,
    (viii) Innovation,
    (ix) Excellence,
    (x) Accountability.

3.0 THE COLLEGE QUALITY STATEMENT

KCMUCo commits itself to quality in the provision of Health Professions Education, Research and Services, recognizing that quality assurance in the performance of all its activities is a paramount value that ensures its credibility and the trust of its students, stakeholders, and society at large while stimulating intellectual growth that improves the quality of health care in Tanzania and globally.

KCMUCo will ensure the above through the available rules, regulations, and guidelines to foster quality inputs, processes, and outputs of academic programmes, research, and services. Therefore, the Policy will take oversight of all college activities with emphasis on the following: -

    a) Admission requirements that filter out unqualified candidates.
    b) Staff recruitment, appraisal and staff development requirements and procedures to ensure only qualified staff are appointed for teaching.
    c) Guidelines for programme development/review, content, structure, teaching/learning activities, and assessment strategy.
    d) Examination regulations and degree classification procedures.

KCMUCo makes quality a matter of central concern in all her endeavours. The statements of vision and mission reproduced above testify to this commitment. They clearly show that the College pays attention to the internal and external value of education and does not replace the former with the latter.

However, what was lacking was a formal mechanism for coordinating them and monitoring their effectiveness regularly. Accordingly, the College is instituting a coherent and structured framework for managing quality, considering the need to be more comprehensive, explicit, and outward-looking.

4.0 POLICY CONTEXT

This Policy describes a framework for quality assurance that KCMUCo will implement to achieve the College's vision and mission and comply with regulatory requirements. All units in the College will use this document to guide the implementation of their activities according to the required minimum standards. The policy implementation will be under the purview of the Directorate of Quality Assurance (DQA), which is also the custodian of the Policy under the direct guidance of the Provost and DPAA. The KCMUCo QA Policy incorporates internal and external quality assurance and quality management approach recognised by accreditation bodies.

4.1 Benefits of the Quality Assurance Policy

It is anticipated that the successful implementation of this Policy will result in:
   a) Improved student performance and outcomes in teaching and learning as well as research.
   b) Improved performance of academic and support staff in their duties.
   c) Complete satisfaction of society and stakeholders' interests, expectations and needs.
   d) Improved transparency, enhanced society's confidence, and thus increased internal and external material support.
   e) Improved institutional and public image, and thus improved relations with stakeholders and the wider community.
   f) Improved capacity to compete with other higher learning institutions nationally, regionally, and globally.
   g) Focused approach to implementing the College's mission, Vision, and strategic plans.

5.0 POLICY PURPOSE

The quality assurance policy aims to ensure that suitable and proper academic values and standards are attained and quality education is given to students by supporting consistent and continuous quality improvement in educational programmes, research, consultancy, and services. The KCMUCo QA policy aims to achieve the following objectives:

a) To ensure the College operations and services are of the highest quality possible;

b) To improve and maintain the academic standards and quality of education at the College;

c) To guide the development and implementation of quality assurance procedures and processes consistent with national and international standards.

d) To ensure the integrity of the academic awards of the College is sustained through regular monitoring, development and revision of educational programmes to meet the needs of the HRH in the country;

e) To assist in the developing, implementing and maintaining quality assurance and quality enhancement systems in the College and to apply such mechanisms systematically across all programmes and services offered by the College;

f) To continually provide support to students and staff and inculcate a culture of continuous quality improvement in all College activities;

g) To strengthen quality assurance initiatives in all College organs.

6.0 SCOPE OF APPLICATION

This Policy provides a general guide for instituting, monitoring, and evaluating quality in all KCMUCo functions. The Policy does not specify strategies or procedures for the actual process of ensuring quality. This task is left to individual units as guided by the College Quality Assurance Handbook. The Policy assumes that the units and the College administration shall continually set and review quality standards in all the major fields of operation.

The Policy is relent to all KCMUCo staff, students, and all stakeholders, including our partners and collaborators. The DQA shall continually execute the task of policy Monitoring and evaluation using appropriate instruments and regularly develop and review those instruments. This ensures that they can capture sufficient evidence to show the extent to which KCMUCo is achieving its set quality standards in all its spheres of operation.

7.0   DEFINITIONS OF TERMS

In this Policy, unless otherwise stated, the definitions used are as follows:

Accreditation: A regulatory system for recognizing higher education institutions and academic and professional programmes associated with the institutions for a level of performance, integrity, appropriate standards, and quality which entitle the institutions to the confidence of the education community and the public they serve.

Continuing Education: Refers to further training in the form of short courses, activities or programmes to increase the foundation of knowledge and to stay up to date on new developments.

Board: Refers to the Kilimanjaro Christian Medical University College Board

Department: A section of a Faculty, Directorate or Institute that is responsible for a given subject or course

Employee: A person who works for KCMUCo and receives a salary as compensation on permanent or pensionable terms of employment.

Employer: A person or institution that employs workers; for this Policy, the employer shall mean the KCMUCo Governing Board.

Institute: An organization for the promotion of a course.

Policy: A framework stipulating oversight and course of action intended to influence and determine decisions, activities, and other matters that comply with principles.

Quality Assurance: In this document and the context of academic programmes at the College, the term quality refers to "Fit for purpose."

Quality Control: The process in which outcomes are assessed to determine whether they are of the prescribed standards

Faculty: An institution within or associated with the College that gives instruction in a specialized field and recommends candidates for degrees.

Staff: Any person employed by KCMUCo

The College: Refers to Kilimanjaro Christian Medical University College
The University: Refers to the Kilimanjaro Christian Medical University

School: An institution within or associated with the University that gives instructions in a specialized field and recommends candidates for degrees.

8.0 POLICY STATEMENTS

To realize its Vision, Mission, and objectives, KCMUCo shall continuously monitor and systematically assess the implementation of all its mandated activities. The College shall review its policies, regulations and procedures and, where such instruments are lacking, coordinate the development of appropriate ones, to ensure that they align with its Vision, Mission and objectives. The College shall ensure it has well-written and understood criteria for deciding on performance standards for all its core functions. This is detailed in a comprehensive quality assurance handbook. In line with the guidelines, KCMUCo shall continuously monitor and evaluate all its day-to-day operations in its core areas of teaching and learning, research, service to the public and support services to students and staff.

8.1 Quality Assurance in Teaching and Learning.

KCMUCo commits itself to continually seeking the highest possible standards and using new innovative methodologies throughout the training process. To ensure quality in teaching and learning, KCMUCo shall: -

(a) Periodically review teaching programmes to confirm the extent to which:
  (i) Programmes are meaningfully structured and organized;
  (ii) The goals and learning objectives are achieved;
  (iii) Programmes not only meet student needs and expectations but also allow for intellectual growth and stimulation of lifelong learning;
  (iv) Programmes help in the attainment of the College's academic VisionVision and mission;
  (v) Teaching and learning consistently address critical national human resources for health requirements and stakeholder demands;
  (vi) Available human resource quality and quantity, as well as material and financial resources, meet the programme requirements; and
  (vii) Programmes are viable, cost-effective, relevant and based on guidelines and procedures approved by the College Academic Committee.

(b) Establishment and management of teaching programmes and units proceed on the principle of rational use of resources and cost-effectiveness;

(c) Carry out an external evaluation of the quality of the teaching programmes offered by its units in terms of their content, methods of instruction and internal assessment processes regularly. The external quality assurance assessment will be periodic but regular, while the internal quality assurance assessment will be continuous.

(d) Regularly involve employers, professional councils, and other relevant stakeholders when conducting curriculum review workshops, tracer studies and different strategies for reviewing and evaluating academic programmes:
  (i) As a matter of procedure, ensure that stakeholder inputs inform all major curriculum reviews or the introduction of new programmes;
  (ii) Review every programme at least once after every five (5) years and MD after seven (7) years.

8.1.1 Quality Assurance of Inputs

The significant inputs into the teaching/learning process are academic and technical staff, students, teaching programmes and materials, infrastructure (including technology to promote more interactive teaching) and an efficient administrative system. KCMUCo is committed to ensuring that its inputs are of the highest possible quality, and to this end, it shall:

(a)   Employ the best available academic and technical staff in the market using established and regularly updated quality criteria in a transparent manner.

(b)   Admit students into programmes using a well-defined set and frequently reviewed admission and selection criteria following a fair and transparent procedure,

(c)   Develop and run academic programmes that are relevant locally and globally responsive in terms of both educational learning outcomes, content and intended professional competency,

(d)   Build infrastructure responsive to students, staff and programme needs and the number of enrolled students.

(e)   Seek and develop the capacity for adequate financing of the College's core functions, teaching, learning, research, public service, and provision of support services for students and staff; and

(f)   Provide required and appropriate teaching and learning materials, novel teaching and learning facilities and infrastructure for efficient, effective, and cost-efficient delivery of all academic programmes.

8.1.2 Quality Assurance of Processes.

In carrying out the core functions of teaching, learning and research, KCMUCo shall ensure that:

(a)   The academic programmes are delivered effectively using appropriate ICT and related technology and pedagogical skills.

(b)   Faculty development training is regularly conducted for all staff to enhance and update their teaching skills.

(c)   The teaching programmes emphasize skills and competency development through practical training and provide for the development of a proper balance in all KCMUCo core competencies and enabling competencies.

(d)   The academic, administrative & technical staff are well motivated to effectively fulfil their obligations in leading the teaching and learning process.

(e)   Support staff are regularly trained and actively participate in the teaching and learning activities efficiently and effectively.

(f)   Infrastructure for teaching and learning as well as teaching and learning materials are efficient and effective in both physical and virtual libraries.

8.1.3 Quality Assurance of Outputs.

The goal for the College's engagement in its core activities of teaching and learning is the production of competent graduates who will have a notable and positive impact on society. KCMUCo, therefore, shall: -

(i) Consult relevant stakeholders to collect opinions on the quality of its graduates, research, and service outputs.

(ii) Use metrics and other performance indicators to determine the quality of its graduates, research, and service to the public.

(iii) Support and follow alumni to assess their employability and job satisfaction

8.2 Quality Assurance in Research.

To ensure quality in the various research activities and projects carried out in its units, KCMUCo shall continuously monitor research activities conducted, with a specific focus on the following:

(a) The appropriateness and relevance of research in responding to national priorities.

(b) The amount and adequacy of the amount of money allocated to research activities;

(c) Proper structuring of research projects and programmes to ensure relevance in graduate teaching and training of junior staff;

(d) The available competence for research, the quantity, and the quality of research outputs in the College.

(e) Appropriateness, effectiveness, and impact of research dissemination in the College.

(f) Adherence to existing KCMUCo policies and procedures relating to research, scientific writing and consultancy; and

(g) Integration of research outputs into teaching and learning.

Because research, teaching and learning are so inextricably intertwined, KCMUCo shall give attention to all processes equally and thus achieve the highest possible quality of research outputs. In ensuring quality in research, KCMUCo shall provide that:

(a) Policy and regulations for research at the College are always relevant, responsive to the College and national needs and effective.

(b) Conscious efforts are made continuously secure research funding and

(c) Utilize them rationally.

(d) Existing research policy and agendas are implemented comprehensively and successfully.

(e) Units and

(f) Individual research activities are being appropriately managed, supervised and evaluated.

(g)   Ethical and environmental considerations are regularly considered when implementing various research projects regularly.

(h)   Presence of a robust research system to ensure effective dissemination of research results, outcomes, and impact, eventually leading to contributions towards improving the quality of care and life in society.

(i)   Research results are continually integrated into teaching/learning and, where applicable, their commercial value-enhanced and exploited.

8.3 Quality assurance in Public Services.

KCMUCo shall continuously monitor and frequently evaluate the quantity and quality of public services rendered by its staff and students to assure the highest possible quality in terms of:

(a)   The appropriateness and relevancy of public service priorities set by the College and by college units;

(b)   The amount of quality and adequacy of public service provision outputs; and

(c)   The overall impact of KCMUCo services to the public.

KCMUCo is responsible for producing competent and innovative graduates and expert services to the needy and the public. Thus, the College must play an exemplary role in providing services to the public. To achieve this, KCMUCo shall: -

(a)   Develop relevant and effective Policies to guide the provision of its services to society.

(b)   Put a robust operational system for planning, executing, and evaluating public service activities

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(c)   Ensuring engagement in public service provision contributes significantly towards improving the quality of care and quality of life of the nation's population.

8.4 Quality assurance in Support Services.

KCMUCo shall continuously monitor and regularly assess the appropriateness and adequacy of support services provided for students and staff, especially concerning the relevance and quality of the following:

(a)   Academic and social counselling services;

(b)   Teaching and learning materials and infrastructure for teaching and learning;

(c)   Recreation facilities, health amenities, catering infrastructure, and other services.

A conducive environment is required for students and staff to engage effectively in a productive education process. KCMUCo takes the responsibility to develop and maintain such an environment continually. To achieve this, the College shall ensure that:

(a) The physical infrastructure adequately supports the core mission activities of teaching and learning, research, and provision of services to the public.

(b) Quality social services shall be made available and accessible to students and staff. The services shall include catering, healthcare, recreational, advisory, and mentoring, counselling and other support services, and

(c) Students are continually encouraged to adopt innovations that facilitate learning, such as educational media and technology.

8.5 Quality Assurance in Institutional Structure

KCMUCo operations shall be based on an efficient governance structure consisting of administrative and participatory organs. There shall be maintained clear channels of authority and accountability and maximization of transparency and legitimacy through efficient and effective participation of relevant stakeholders in major decision-making processes. In creating and continuously improving such a governance system, KCMUCo shall abide by the provisions of its Charter and Rules and the principles and rules prescribed therein.

9.0 PROCEDURES AND PROCESSES

9.1 Quality Assurance Administrative Structure

KCMUCo and its operational units shall strive to meet set quality standards in their day-to-day activities. To implement the College created a Directorate of Quality Assurance (DQA), whose task is to monitor and evaluate Quality Assurance processes at KCMUCo continually. DQA is responsible for ensuring quality standards set internally for measuring performance in all core operational activities of the College are met and updated. The DQA shall spearhead the KCMUCo QA system, which includes all implementation units and all measures they take to maintain high-performance standards.

9.1.1 Constitution of the Directorate of Quality Assurance (DQA)

The Director of quality assurance shall head the College Directorate of Quality Assurance. The Directorate shall have a small secretariat consisting of a quality assurance officer, a data programmer, an administrator, and an office attendant. The College Board shall appoint the Director following College procedures, as stipulated in the Universities Act 2005 and KCMUCo Charter and rules 2010. The Director of Quality Assurance shall be: -

(a) Academic staff with a PhD degree,

(b) A permanent and Pensionable (or contractual full-time) staff.

(c) Committed to improving teaching/learning, research, and public services.

9.1.2 Functions of the Directorate of Quality Assurance

The DQA shall be a College level organ responsible for the overall management of quality assurance activities at KCMUCo. It will, therefore, take over the current QA responsibilities of the office of the DPAA, to allow the office of the DPAA to concentrate on the implementation of teaching, research and public services. The DQA shall function as PROVOST's secretariat on QA issues. Its day-to-day activities shall focus on monitoring and evaluation of all Quality Assurance operations at KCMUCo, including the following:

(a) Ensuring that performance indicators and standards are set in all aspects of College functions and they are appropriate and relevant;

(b) Developing and periodically reviewing and updating operational manuals to guide College-level QA activities (including internal evaluation guidelines).

(c) Monitoring and implementation of QA activities in all units as per the developed standards;

(d) Providing advice and guidance to all units on the implementation of QA activities;

(e) Coordination of internal quality assurance mechanisms;

(f) Analysis and interpretation of all QA data and reports (students' course evaluations, External Examiners' reports, external audit reports, etc.) and identifying matters arising from them requiring the attention of the management at departmental, faculty, Directorate and College levels;

(g) Facilitation of external evaluation of KCMUCo and its academic programmes;

(h) Provide the College management with results of external assessment of College units;

(i) Monitoring the implementation of internal and external evaluation recommendations by the College and its units;

(j) Advising the College on QA matters relating to teaching/learning, research, and consultancy, and on QA matters of internal support services and provisions;

(k) Synthesis of QA matters in Country and Regional higher education institutions and updating the College community and management accordingly;

(l) Updating the Provost on the performance of the College and functioning of the KCMUCo QA system;

(m) Linking KCMUCo with the TCU, IUCEA and other agencies and professional bodies in QA matters relevant to implementing its core functions

9.1.3 The Role of the Director of Quality Assurance

The Director of Quality Assurance (DQA) shall be the Chief Executive of the Directorate of quality assurance and shall, in that capacity:

(a) Oversee the functions and responsibilities of the Directorate.

(b) Be accountable to the Provost.

(c) Maintain a working contact with the top College management (PROVOST, DPAA and DPA) on QA matters touching on their respective jurisdictions.

(d) Forward to the College management QA matters requiring tabling at the Board, College Academic Committee (CAC), FPIC, HRSAC, and other committees.

(e) Provide technical support on QA matters at Board, CAC, and other meetings of CAC committees on behalf of the PROVOST, DPAA and DPA, as the case may be.

(f) Represent KCMUCo at National, Regional, and other international fora on higher education QA matters.

(g) Be an ex-officio member of and a technical advisor on QA matters deliberated on in the KCMUCo Board, Senate, and its committees.

(h) Constantly updating KCMUCo on new national and global developments in Quality Assurance matters for Higher Education institutions.

9.1.4 The Linkage with Other Units

The DQA is a technical unit responsible for QA at the institutional level. It shall be directly accountable to the College's Chief Executive Officer, the Provost.

(a) DQA shall maintain a close working relationship with the two Deputy Provosts (DPs), informing them of new QA issues that fall under their respective jurisdictions and providing them with technical advice on such matters. When discussing QA matters with the various Academic Committees, the DPs may severally or jointly call upon the Director of QA to make technical presentations.

(b) The DQA shall maintain a close working relationship with all academic and non-academic units on matters of QA related to their areas of operation. DQA shall update heads of the units on current information on QA matters and provide them with evaluation schedules, tools, and instruments.

(c) DQA shall facilitate unit and programme evaluations and provide feedback on external and internal evaluation results. DQA shall advise units on implementing improvements recommended by review committees.

(d) DQA shall ensure that the units comply with established QA standards, guidelines and procedures while implementing scheduled QA activities promptly.

In the evolving and increased external monitoring and harmonization of quality standards in higher education provision, the DQA shall: -

(a) Be a link organ between the College and external QA agencies.

(b) Prepare and submit the KCMUCo documents to TCU and other external agencies performing mandatory or voluntary accreditation and re-accreditation of the institution and its programmes.

(c) Organize and coordinate external evaluation processes and give feedback to the College and units on the results of such external evaluations.

(d) Link KCMUCo with professional bodies whose concerns and interests have a bearing on the College's curricula development and implementation.

9.1.5 The Roles of Implementing Units.

In this Policy, the caption **'implementing unit'** refers to a Faculty, Institute, Directorate, Department, or any other primary segment of the KCMUCo establishment, with a duty to carry out and implement set institutional functions. KCMUCo units shall be primarily responsible for achieving and maintaining high-quality standards in carrying out their mandated roles and conducting institutional self-evaluations regularly. Their role in the KCMUCo QA system shall therefore include the following:

(a) Implementing their prescribed roles efficiently and cost-effectively to contribute to achieving KCMUCo's mission and objectives.

(b) Develop and periodically revise unit-specific performance standards and meet those standards in real time.

(c) Prepare unit-specific QA procedures, operational manuals, measurement tools and instruments, and provide the DQA with copies of the documents, instruments, and appliances.

(d) Conduct regular self-evaluations to determine the extent of meeting the set performance standards in real time and use the results of such evaluations to improve practice.

(e) Providing the DQA with self-assessment reports in readiness for the College-level and external assessments.

(f) Implementing the recommendations resulting from Internal Self-Assessment Reports (ISAR) and External assessments and timely providing the DQA with reports on implementation status; and

(g) Keeping management, staff, students, and other stakeholders informed on the evaluation results and progress on implementation of the recommended improvements.

9.1.6 The Roles of Participatory Organs.

Participatory organs include departmental meetings, Faculty Boards, Academic Committees, and technical committees (e.g., Post graduate, Research and Consultancy Committees, and Institute Boards, etc.). The core QA role of these organs is to oversee quality in their areas of jurisdiction, considering the concerns that gave rise to the development of this Policy. Among others, the specific functions of the participatory organs shall be as follows:

(a) Ensure the respective unit and operational area has appropriate quality standards to guide the implementation of its mandated functions, and the standards are regularly reviewed for sustained relevance.

(b) Assess the performance of implementers periodically in the respective units and operational area regarding the set quality criteria; recommend improvement measures to implementers and relevant organs; and

(c) Appraising the implementation of recommended improvements frequently and direct corrective measures against poor execution.

(d) As an agency of the Provost, the DQA shall continuously monitor and periodically evaluate the functioning of the participatory organs to determine the

extent to which they play their roles as per established regulations and schedules. The DQA shall also provide technical guidance to the organs whenever needed.

9.2 The Organogram of the Quality Assurance System at KCMUCo.

The KCMUCo QA system is under the Directorate of Quality Assurance (DQA), with linkages to the implementing units and the College Management, as shown below:
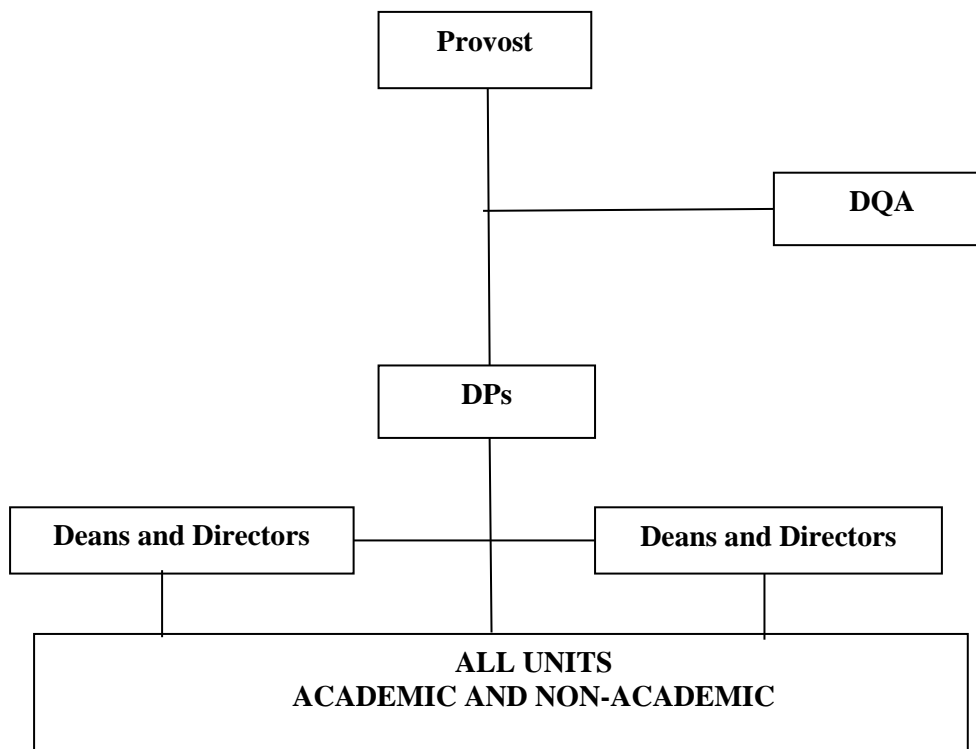

Figure 1: Organogram of the DQA in relation to other College units

10.0 IMPLEMENTATION STRATEGY.

KCMUCo is committed to enhancing quality in all its activities to ensure public recognition and credibility through maintaining and improving standards. The quality assurance activities of KCMUCo will be based on the following QA principles:

(a) The quality assurance framework and processes are transparent, systematic, and known to all stakeholders.

(b) The quality assurance framework and process build on and improve existing internal quality assurance activities.

(c) Ownership of the quality assurance framework and process is devolved to the responsible for implementing units.

(d) The quality assurance framework and processes are subject to regular assessment and review.

(e) Quality assurance assessments are valid, reliable, and practicable in line with the qualifications criteria.

(f) Employees (both academic and administrative) are provided with the support needed to assess their units, course, or programme qualifications.

KCMUCo shall implement all quality assurance activities in three core areas of the College activity pathway: "***inputs, processes and outputs***". Key quality assurance elements will be identified in each area based on the quality assurance principles; standards will be established and maintained. The main approaches that will be employed to ensure standards are met will range from reviews and audits to surveys of various stakeholders, as follows: -

10.1 Surveys

(i) The Directorate of Quality Assurance (DQA) shall regularly and systematically organize satisfaction surveys with its stakeholders to collect feedback on the relevancy of its academic programmes, implementation strategies and quality of graduates. These surveys will include the following:

    (a) Student satisfaction surveys.

    (b) Employer satisfaction surveys.

    (c) Alumni satisfaction surveys.

    (d) Surveys of academic and support staff opinions.

    (e) Surveys of external communities' perceptions.

(ii) These surveys will allow our stakeholders to share their opinions on the quality of our programmes. Information on the relevancy of the programmes, ability to meet expectations in knowledge and skills acquired, responsiveness to market demands, teaching/learning experiences, and employability, among others, will be collected.

(iii) In carrying out this task, the DQA shall design appropriate tools to capture the opinions and views of the respective stakeholders adequately and validly. Initially, the DQA will coordinate and implement all surveys with anticipation that all teaching departments will eventually take the task of surveys that can provide support to improve courses and programmes under their portfolio.

(iv) The DQA shall disseminate the results of surveys to units and individual staff and formulate implementation strategies geared toward improving on problem areas revealed by the evaluation results.

(v) Each department or unit of the KCMUCo must have a quality assurance committee that reports to the DQA.

10.2 External Audits and Programme Reviews

(i) The DQA shall regularly arrange and coordinate external institutional audits and programme reviews. In facilitating these external evaluations, the DQA shall: -

(a) Each time appoint a panel of up to six experts, two-thirds or more of whom shall be drawn from outside Tanzania and act based on specific Terms of Reference prepared by the DQA.

(b) Carry out External institutional audits and programme reviews after the fifth year since the last evaluation plus one year of internship and two years of working experience for the MD programme, and similar computation for other programmes depending on their tenure.

(c) Centrally coordinate institution and programme reviews and monitor implementation of the resultant recommendations.

(ii) *Institutional audits* focus on the structure and functions of the College's administrative and governance units and organs. In contrast, *programme audits* evaluate the relevance of the teaching programmes and the effectiveness of the modes of delivery, assessment of students and programme evaluation strategies employed.

(iii) The DQA shall disseminate the results of institutional and programme audits to the units responsible for teaching. Each unit shall discuss the reports and develop methodologies for implementing the recommendations of the review/assessment committees.

10.3 Internal Audits and Programme Reviews.

(i) The deans, directors and heads of departments/units are responsible and shall regularly implement the KCMUCo policy on Institutional Self-Assessment (ISA). The Dean, Director or head of department/unit shall compose a committee of not more than five (5) people from among the faculty/directorate or department/unit staff to constitute an Assessment Committee. The committee shall execute the delegated tasks under the guidance of the Terms of Reference and methods centrally developed by the DQA.

(ii) The Assessment Committee shall generate and submit reports to deans, directors, or heads of department/units, who shall send reports to the DQA for scrutiny of their completeness. In consultation with the Provost and DPs, the DQA shall conduct verification visits to the College units through the use of appointed committees of not more than three (3) three people comprising the following: -

(a) Two people appointed by DQA from KCMUCo but outside the unit concerned in consultation with the Provost.

(b) One person from another institution of equal status who is an acknowledged authority in the programme in question shall be appointed by the Provost after consultation with the Unit Head.

(iii) The committee shall execute its task based on the Terms of Reference prepared by the DQA and approved by the Senate. It shall review pertinent documents and contact staff and students in the unit concerned. The committee's focal tasks shall be to:

(a) Validate the self-assessment document.

(b) Examine and provide recommendations on the structure, organization and contents of the programme or unit concerned.

(c) Make any observations on any issue that may affect the present and future well-being of the programme or unit concerned.

(d) Complete its work within the period specified by the DQA.

(iv) The committee shall submit its report to the DQA, which upon consultation with the PROVOST, shall forward it to the respective unit with comments and directives on the improvements recommended by the committee. Upon receipt of the improved report, the DQA shall transmit it to the Academic Committee and Senate for discussion and approval. The DQA shall subsequently monitor the implementation of the approved recommendations/directives by the respective unit. All mandatory external programme reviews by the Tanzania Commission for Universities (TCU) shall be preceded by these internal reviews and shall be coordinated and facilitated by the DQA at the institutional level.

10.4 Improvement Plan.

(i) The evaluation reports shall first be discussed at the department, faculty, or directorate levels, where strategies for addressing the shortfalls from the reviews are drawn. The units shall then forward the improvement plans to the appropriate DP, who shall arrange a discussion of the same by the proper participatory organs at the institutional level and direct the implementation of its resultant recommendations and improvement strategies.

(ii) At the same time, the DQA shall study the improvement strategies approved by the participatory organs at the institutional level. It shall subsequently monitor the implementation of all approved improvement plans and evaluate the outcomes. The DQA shall prepare and present implementation status reports to relevant unit heads, DPs and the PROVOST and shall execute directives the PROVOST gives in connection with the reports.

10.5 Programme Accreditation.

(i) All KCMUCo teaching programmes are accredited by a qualified and legally competent, namely the Tanzania Commission for Universities (TCU).

(ii) The internal procedures for such accreditation shall be coordinated and overseen by DQA. In this context, the DQA shall ask the concerned unit to prepare an application portfolio based on the guidelines given by TCU or any other delegated agency and advise on the proper filing of such applications.

(iii) The programme shall then be submitted to the College Academic Committee by the respective Faculty Board or/and Postgraduates Committee for College approval and transmission to the University Senate for final approval before approval by the relevant Professional Council and uploading to the TCU Programmes Management System (PMS).

(iii) The DQA shall coordinate, facilitate, and support the activities of the TCU or any other delegated accrediting agency at the College level.

11.0 POLICY STATUS

This is a new policy for the College.

12.0 KEY STAKEHOLDERS

Key stakeholders for this Policy include the following:

(a) All Faculties, directorates, academic/administrative departments, and other institutional structures operate under the umbrella of the Kilimanjaro Christian Medical University College.

(b) All temporary and permanent staff active in teaching, research and providing any form of support service to the core functions of the College.

(c) All students registered with the Kilimanjaro Christian Medical University College.

(d) All infrastructure, learning resources, governance/institutional setup, information dissemination structures and social amenities belonging to the Kilimanjaro Christian Medical University College.

(e) All partners and collaborators of the Kilimanjaro Christian Medical University College.

13.0 RELATED POLICIES

All College policies will be used to form the basis for setting the College operating standards. In this regard, the quality assurance policy will rely on other policies to identify critical areas for monitoring and evaluation.

14.0 RELATED DOCUMENTS

The Policy was developed per the College Charter and Rules, 2010, Universities Act 2005, and the TCU Handbook of Standards & Guidelines for University Education in Tanzania (2019). It is mainly academic which includes
  I. Feedback system
  II. Any formal feedback e.g
      a. Internal/external alumni
      b. Stakeholders
      c. Graduate tracing
      d. Students feedback

15.0 APPROVAL

Approval of the Policy follows College rules and regulations for approval of policies of the College. The Quality Assurance committee recommends the Policy to the Academic Committee for final approval by the College Board and University Senate.

16.0 EFFECTIVE DATE

This Policy shall come into operation on such date as the University Senate shall approve.

17.0 THE OWNER OF THE POLICY

The owner of this Policy is the University Senate.

18.0 NEXT REVIEW

This Policy shall be reviewed after every five (5) years.

19.0 CONTACT PERSON

For any inquiries about this Policy, contact: -
The Director,
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