

SOKOINE UNIVERISTY OF AGRICULTURE



CLIENT SERVICE CHARTER

MARCH, 2024

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FOREWORD

The Government of the United Republic of Tanzania (URT) introduced the Public Service Reforms Programme (PSRP) in 2000 with the sore objective of improving performance and service delivery of the Government to the public with stronger emphasis on customer focus and their needs. Based on the reforms, the Government introduced the concept of Client Service Charter (CSC) in 2001 with a mission *“To deliver quality services to all stakeholders, with efficiency, effectiveness and the highest standards of courtesy and integrity”*. According to Government guidelines on preparation and implementation of CSC for the public service, a CSC is a written commitment on the part of the Government Institution concerned to their Clients on the standards and quality features of their main services and output. It also provides for arrangement for seeking remedy where an output fails to comply with the set standards.

This CSC sets a key step in setting out the scope the standards of service rendered by SUA to students, staff and stakeholders and for supporting Government efforts in inculcating and internalizing the Quality Culture in the public service. In addition, this CSC helps to raise Clients and Stakeholders’ knowledge on services offered by SUA with the aim of improving quality of services and promote transparency in all our endeavours that include receiving, handling, registering, analysing and improving measures on suggestions and complaints on the services offered that do not meet the stakeholders’ desired standards.

It is expected that through the use of this CSC, SUA will be able to engage the general public and customers to express themselves freely and voice their expectations. By this approach, the SUA

as a Public/Government Institution, will be active to serve its Clients and Customers better. This implies that this CSC is a public document hence will be accessible, widely circulated and displayed at strategic locations and public domains within the institution.

Prof. Raphael. T. Chibunda

VICE CHANCELLOR

Sokoine University of Agriculture, Morogoro

March, 2024

LIST OF ABBREVIATIONS AND ACRONYMS

Abbreviation	Definition/long form
AIDS	Acquired Immunodeficiency Syndrome
ARC	Academic, Research and Consultancy
CFWT	College of Forestry, Wildlife and Tourism
CoA	College of Agriculture
CoEBS	College of Economics and Business Studies
CoNAS	College of Natural and Applied Sciences
CSSH	College of Social Sciences and Humanities
CSC	Client Service Charter
CSP	Corporate Strategic Plan
CSR	Corporate Social Responsibility
CVMBS	College of Veterinary Medicine and Biomedical Studies
DPRTC	Directorate of Postgraduate Studies, Research, Technology Transfer and Consultancy
HIV	Human Immunodeficiency Virus
ICE	Institute of Continuing Education
ICT	Information and Communication Technology
IPM	Institute of Pest Management
IPR	Intellectual Property Rights
MPC	Mizengo Pinda Campus
NCCM	National Carbon Monitoring Centre
PFA	Planning, Finance & Administration

Abbreviation	Definition/long form
PSIs	Public Service Institutions
PO-PSM	President's Office, Public Service Management
PSRP	Public Sector Reforms Programme
RGoZ	Revolutionary Government of Zanzibar
R.E.	Revised Edition
SACIDS	Southern African Centre for Infectious Diseases
SNAL	Sokoine National Agricultural Library
SO(s)	Strategic Objective(s)
SoE	School of Education
SoET	School of Engineering and Technology
SOPs	Standard Operating Procedures
SUA	Sokoine University of Agriculture
SUAAA	Sokoine University of Agriculture Alumni Association
SUASA	Sokoine University Academic Staff Association
SUASIS	Sokoine University of Agriculture Students' Information System
SUASO	Sokoine University of Agriculture Students Association
TCU	Tanzania Commission for Universities
UQF	University Qualifications Framework
URT	United Republic of Tanzania

DEFINITIONS OF KEY TERMS AND CONCEPTS

Term/concept	Definition
Accountability	An obligation to demonstrate that work has been conducted in compliance with agreed rules and standards (including performance measures).
Core values	Are the fundamental beliefs of a person or organization guiding the principles which dictate behaviour. They also help organizations to determine if they are on the right path and fulfilling their goals by creating an unwavering guide.
Charter	A public document, which states the basic rights of the citizen and principles governing the provision of services to users in a public office.
Charter Standards	Commitments made to users of services against which performance will be measured and the results reported to the clients and customers.
Client	A customer/person using SUA services and/or products.
Client Service Charter	A written commitment by an institution with its Clients. It describes all the services SUA

offers, set service standards, time for processing such services, duties and responsibilities of both clients and SUA. It also sets out feedback mechanisms including a system of handling public complaints.

Complaint/Grievance An expression given by a client as a result of dissatisfaction caused by action, lack of action or maladministration by a service provider.

Corporate governance A system, by which organizations are directed and controlled. It specifies the distribution of rights and responsibilities among different stakeholders and spells out the rules and procedures for decision-making in corporate affairs.

Effectiveness The extent to which an intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.

Efficiency A measure of how economically resources or inputs are converted to outputs or results.

Governance Refers to structures and processes that are designed to ensure accountability, transparency, responsiveness,

rule of law, stability, equity and inclusiveness, empowerment, and broad-based participation. It also represents the norms, values and rules of the conducts through which public affairs are managed in a manner that is transparent, participatory, inclusive and responsive.

Monitoring

A continuing function that uses systematic collection of data on specified indicators to provide to the Management and the main Stakeholders of an ongoing intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.

Organisational Structure

A document or figure which defines allocation of roles, responsibilities and hierarchy inside the organization.

Outcome

A result of carrying out an activity, following a process. The term is also used to refer to intended results as well as actual results.

Output

The amount of goods and services, or waste products that are produced by a particular economy, industry, company, or worker;

Performance	The degree to which an intervention or a responsible person operates according to specific criteria/ standards/ guidelines or achieves results in accordance with stated objectives or plans.
Performance Standards	These are conditions to be met or qualities of the service to be provided to the client.
Responsibility	The obligation of an individual to perform the duty or task assigned to him or her.
Review	Assessment of effectiveness of service against set standards, look back upon with a view to assessing continuing relevance of event.
Right	A moral or legal entitlement to have or obtain something or to act in a certain way.
Service	It is a means of delivering <i>value</i> to Customers/Clients by facilitating outcomes that customers want to achieve without the ownership of specific costs and risks.
Standard Operating Procedures	Sets of step-by-step written instructions that document a routine or repetitive activity compiled and followed by an organization to help

workers carry out complex routine operations in a consistent manner.

Stakeholders

People or organizations who have an interest (either direct or indirect) with SUA, its activities and its achievements. They include clients or Customers, Partners, employees, shareholders/Owners/Government.

Service Provider

An institution (SUA) or staff giving service to the public.

1.0 INTRODUCTION

1.1 Background and Rationale

Sokoine University of Agriculture (SUA) is a public higher learning institution, which was first established in 1984 through a Parliamentary Act No. 6 of 1984, which was later on repealed by another Parliamentary Act No. 7 of 2005. Which also established the Tanzania Commission for Universities (TCU). The Universities Act is operationalized by the Universities (General) Regulations (2006; R.E. 2013) and the SUA Charter of 2007 and Rules as amended from time to time. Based on the Universities Act and the Regulations, the TCU has also developed and instituted various documents such as the handbook of Standards and Guidelines for University Education in Tanzania (3rd Edition, 2019), the University Qualifications Framework (UQF), Vital Stats (2020), among others.

Similarly, based on the Public Service Reform Programme (PSRP) of 2000, in April 2006 the Government, through the President's Office-Public Service Management (PO-PSM) issued a Guideline on the implementation of the Client Service Charters (CSCs) in the Public Service (URT, 2006). The objective of this document was to provide guidelines to Public Service Institutions (PSIs) on how to prepare and implement CSCs. Specifically, the preparation of SUA CSC is a response to the commitment that SUA made in 2016 through its 4th Corporate Strategic Plan (CSP 2016-2021), Strategic Objective Number 6 (target 6.1.2) and also in its 5th CSP (2021-2026), Strategic Objective Number 8.4 (target 8.4.2).

The CSC is expected to help SUA create awareness and raise Clients' and Stakeholders' knowledge on services offered by

SUA in a clearly articulated manner. The documents are also expected to help SUA improve its quality of services offered and promote transparency in all institutional endeavours. In a nutshell, this CSC is meant to help SUA improve its image in the eye of the public, enhances transparency, encourage feedback from Customers, ensure commitment and accountability, keep the Stakeholders well-informed about its services, improve complaint handling system, communicate the obligations of Service Providers and Service Takers and confirm compliance with set standards as committed to the Customers. It is against the above rationale that this CSC was considered vital to be in place.

1.2 Process involved in the preparation of this Client Service Charter

The process of preparing this CSC was initiated by SUA Management through a letter with **Ref. No. SUA/ADM/V.1/16/13** dated 2nd December 2020 in which a Team of four SUA staff was appointed to develop the same and moderate the University Standard Operating Procedures (SOPs) Manual until its approval.

Specifically, the Team had the following terms of references:

- i. Understanding the terms of reference provided by the management;
- ii. Planning the consultative process including coverage of stakeholders and methods of consultation;
- iii. Managing the consultation process;
- iv. Drafting of CSC based on internal and external inputs;
- v. Circulating the Draft to stakeholders for comments; and
- vi. Produce the CSC document and submit to the University Management for further processes.

The process above was based on CSC Guidelines (URT, 2006) as provided by the President's Office Public Service Management (PO-PSM) in April 2006.

2.0 SUA ORGANIZATIONAL STRUCTURE, GOVERNANCE AND FUNCTIONS

2.1 Organizational structure

The Organizational Structure (**Appendix 1**) of SUA is divided into non-executive and executive positions. The non-executive positions comprises the Chancellor and the Chairman of the University Council. The Executive positions comprise the Vice Chancellor (VC), the Deputy Vice Chancellor (DVC) responsible for Academic, Research and Consultancy (ARC) and the DVC responsible for Planning, Finance and Administration (PFA). The detailed Structure indicating the Colleges, Schools, Directorates, Institutes, Centres, Units and Departments, under each of the above Top Management offices is provided in **Appendix 2**.

2.2 Governance Structures

In executing its key mandates and day to day operations, SUA has the following decision-making organs namely the University Council, Senate and various Boards and Committees of the Council and Senate respectively. While the Council is the University's major decision-making body, which approves all internal policies, strategies and regulations, among others, the Senate, on the other hand, is the major decision-making body of all academic related matters in collaboration with College/School/Institutes/Centre Boards and Academic Committees.

In addition to the above, the SUA Charter and Rules (2007) as amended in 2020, recognizes the existence of Students, Staff and alumni associations such as the Sokoine University of Agriculture Students Organization (SUASO), Sokoine University

of Agriculture Academic Staff Association (SUASA), the SUA Alumni Association (SUAAA) and SUA Administrative Staff Association (SUADSA).

2.3 SUA Vision, Mission, Core Values, Key Mandates and Objectives

2.3.1 Vision and Mission

According to the 5th SUA Corporate Strategic Plan (SUACSP 2021-2026) the SUA's vision is *to be a leading University in the provision of quality knowledge, skills and innovations in agriculture and allied sciences* with a Mission *to undertake training, research in agriculture and allied sciences and deliver highly competitive outputs that contribute to national, regional and global socio-economic development.*

2.3.2 Core Values

SUA shall be guided by the following Core Values as stipulated in its 5th CSP (2021-2026):

- i. *Effectiveness*: Impact oriented, striving to deliver high quality services to customers and clients according to the planned targets;
- ii. *Efficiency*: Using resources/inputs to optimize output for any intended task within the specified time;
- iii. *Pursuit of excellence*: Academic Excellence in teaching, research and service delivery to the public as part of the academic and organizational life of the institution;
- iv. *Creativity and Innovativeness*: Curious and striving to reach out and embrace new technologies and innovative methods of doing work and contributing to socio-economic development;

- v. *Equality and Social Justice*: Equal opportunity and non-discrimination on the basis of personal, ethnic, religious, gender or other social characteristics;
- vi. *Integrity*: In the behaviour and acting with honesty and impartiality in all transactions;
- vii. *Transparency*: In decision-making process implementation and information sharing; and
- viii. *Accountability*: In carrying out the mandate and responsibilities bestowed upon SUA.

2.3.3 Objectives of the Corporate Strategic Plan

Over the past five years (i.e. 2016-2021) the implementation of strategic activities were based on the 4th SUA Corporate Strategic Plan (SUACSP) which was preceded by the 5th SUACSP (2021-2026). This current CSP has nine (9) main Strategic Objectives (SOs) as follows:

- i. Improve health services, prevent, treat and control HIV/AIDS, non-communicable diseases and other public health emergencies;
- ii. Implement National Anti-Corruption Strategy;
- iii. Increase Student's enrolment and improve quality of Graduates;
- iv. Increase the volume and quality of Research, Publications and Innovations;
- v. Enhance Outreach, Publicity, Linkages and Partnerships;
- vi. Enhance the University financial management and sustainability;
- vii. Improve Teaching, Research and Learning Environment;

- viii. Improve Management and Institutional Governance; and
- ix. Mainstream Gender Issues.

The Strategies and Targets and Key Performance Indicators to achieve these objectives are detailed in the Chapter 3 of the 5th SUACSP (2021-2026).

2.3.4 Key Mandates and Functions of the University

The University Charter and Rules (2007) as amended in 2020, stipulates four core functions of the University namely:

- i. Teaching and learning:* SUA offers innovative, pertinent and market driven academic programmes at Undergraduate (including non-degree programmes) and Postgraduate levels. This function is guided by the UQF;
- ii. Research:* SUA provides a conducive environment for quality research that contributes to the development of the society through the generation, preservation, dissemination and application of knowledge. This function is guided by SUA Research Regulations and Guidelines of 2018;
- iii. Consultancy:* SUA has integrated consultancy within its mandate implemented through the Directorate of Postgraduate Studies, Research and Technology Transfer (DPRTC). This function is guided by SUA Consultancy Policy of 2021; and
- iv. Outreach:* SUA engages in outreach programmes and activities as part of its Corporate Social Responsibility (CSR). This function is guided by SUA Outreach Policy of 2017 and Guidelines for Implementation of the Outreach Activities (2019).

All of the above key mandates are overseen by the office of the DVC-ARC as supported by the Directorate of Undergraduate Studies (DUS), Directorate of Postgraduate studies, Research, Technology transfer and Consultancies (DPRTC), the Institute of Continuing Education (ICE), Research Centres and Institutes, Sokoine National Agricultural Library (SNAL), Colleges and Academic Departments as indicated in **Appendix 2**.

3.0 THE CLIENT SERVICE CHARTER

This CSC serves as a written commitment between SUA and its Clients, Customers and Stakeholders. It describes all the services an institution, offers set some service standards, time for processing such services, duties and responsibilities for both Clients and institution. It also sets out feedback mechanisms including a system of handling public complaints. In view of the above, this CSC should be read and/used together with the Standard Operating Procedures (SOPs) already established and approved by the University organs in September 2021.

3.1 Purposes of this Charter

The purposes of this CSC are to:

- i. Create awareness on the type, availability and quality of services offered by SUA;
- ii. Create culture change in the University services, by instituting the Customer focused approach, which is also in line with the ISO standard (ISO 2100:2018) for educational institutions as envisaged under CSP target number 3.3.5 of the 5th SUACSP (2021-2026);
- iii. Improve service delivery to SUA Customers and Clients that SUA serves; and
- iv. Increase accountability and responsiveness of SUA Staff by setting standards of services of which SUA staff are to work within; and if they work against the Clients the Management should hold them accountable.

In a nutshell, this CSC and its associated SOPs are considered to be key accountability tools that focus on service delivery

outcomes as well as one of the tools to be used in measuring performance during implementation of the 5th SUACSP (2021-2026).

3.2 Terms and Conditions of Operationalizing the SUA Charter

According to **Part IV (Article 31-35)** of the SUA Charter (2007) and Rules as amended in 2020 operationalization of the SUA Charter, which also applies to SUA CSC is guided by the following terms and conditions:

- i. No Gender Discrimination;
- ii. Gender Balance principle is observed;
- iii. No test of Religion, Race, Ethnicity and Disability;
- iv. Provision of suitable environment for teaching and learning; and
- v. Prohibition on declaration of dividend.

3.2.1 No Gender Discrimination

Men and Women shall equally be eligible for holding of any office in the University and for membership of any of its constituent bodies, for holding of all degrees, diplomas, certificates and other awards and for the pursuit of all courses of study in the University.

3.2.2 Gender Balance Principle

The principle of Gender Equality or Balance as provided in the Universities Act (2005), the Regulations (2006 and its amendments of 2013) and the Rules contained in the Schedules of the SUA Charter (2007) shall be observed and implemented

by all persons exercising powers under the Universities Act, Regulations (General) and applicable Rules.

3.2.3 No test of Religion, Race, Ethnicity and Disability Ideology or Political Orientation

No test of religion, race, ethnicity and disability ideology or political orientation or other similar criteria shall be imposed upon any person in order to entitle him or her to hold any office therein, be admitted to the University or to graduate thereat or to hold or enjoy any advantage or privilege thereof.

3.2.4 Provision of Suitable Environment for Teaching and Learning

Subject to the Act and the Regulations made thereunder, the University shall provide:

- i. Academic facilities including library services and equipment for the academic programmes and the manner in which they are to be maintained;
- ii. Structural, physical and technological environment for teaching, learning and working in general; and
- iii. Well-functioning equipment, facilities and amenities for both staff and students who have physical disabilities and/or are otherwise vulnerable requiring special teaching/learning aids including hearing, sight and movement aids.

3.2.5 Prohibition on Declaration of Dividends

The University shall not make any dividend, gift, division or bonus in money unto or between any of its Members except by way of prize, allowance, reward or special grant for duly authorized work done or to be done in furtherance of the objectives of the University.

3.3 SUA's Chartered Commitment to its Clients

According to **Article 5 of the SUA Charter (2007)** and Rules as amended in 2020, SUA has committed to serve the general public in following aspects:

- i. Assist in the preservation, transmission, dissemination and enhancement of knowledge in the fields of agriculture, aquaculture, forestry, wildlife, veterinary and allied or complementary sciences;
- ii. Create a sense of public responsibility for rural development among the educated, and to promote respect for learning and pursuit of truth;
- iii. Prepare students to work with the stakeholders in Tanzania and worldwide in the agriculture; cooperative education, wildlife, livestock and allied sectors for purpose of the better development and strengthening of the national economy
- iv. Assume responsibility for higher level education in agriculture, aquaculture, forestry, wildlife, veterinary and allied or complementary sciences through academic programmes and for that purpose to make provision for places and centres of learning, education, training and research;
- v. Conduct examinations during course of study and grant degrees, diplomas, certificates and other awards of the University when a candidate qualifies after programme duration;
- vi. Affiliate with other institutions or to admit the members thereof to any of its privileges and to accept attendance at courses of study in such institutions for relevant awards of the University and/or place them in such part of the

attendance at course of study in the University and upon such terms and conditions and subject to such rules and by-laws as may from time to time be determined by the University;

- vii. Recognize any members of the teaching staff of other institutions of higher education institution, whether affiliated to the University or not, as teachers of the University, especially when used as either part-time lecturers, external examiners or researchers;
- viii. Initiate and conduct basic and applied research in the fields of land use, crop and livestock production, fisheries, natural resources and allied sciences, mechanical arts and technology, and to promote the integration of research with training and agricultural extension services;
- ix. Develop, promote and undertake the provision of adult and continuing education alongside the teaching of regularly enrolled students in order to secure the development and dissemination of various applied sciences and technologies required for the enhancement of the rural economy and the efficacious solution of the economic and social problems of rural areas of the URT;
- x. Provide library service in agricultural sciences and related disciplines for the benefit of the University community and the people of Tanzania generally;
- xi. Cooperate with national and international institutions in the initiation and conduct of cooperative research and training programmes for the mutual benefit of the cooperating institutions in particular and the URT in general;
- xii. Cooperate, offer consultancy and advisory services to the Government of the URT, the Revolutionary Government

- of Zanzibar (RGoZ), the people of Tanzania and any person or body of persons within or outside the United Republic to secure the planned and orderly development and application of agricultural and allied sciences, and for the better performance of the function of the University;
- xiii. Mainstream gender issues and equal opportunities in all SUA programmes and activities to enhance equity and productivity;
 - xiv. Institute and award fellowships, scholarships, studentship prizes and other aids to study and research;
 - xv. Make provision for research, design, development, testing and advisory services and with these objects to enter into such arrangements with other institutions or with public or private bodies as may be thought desirable and to charge to the users of such services such fees as may be thought desirable;
 - xvi. Safeguard and protect Intellectual Property Rights (IPRs) on innovations and inventions emerging from the efforts of the University in executing its Mandate as provided in the University IPR Policy (R.E. of 2020);
 - xvii. Enter into such contracts, to establish such trusts, foundations and to appoint such officers, staff, employees, agents and independent contractors as may be required by the University;
 - xviii. Establish pension, superannuation and provident fund Schemes for the benefit of its Officers, Staff or Employees or any section thereof and to enter into arrangements with the Government, an insurance company, trustee company or other organization or any person or persons for the operation of such schemes jointly, severally or otherwise;

- xix. Acquire property, movable and immovable, and to take, accept and hold any property which may become vested in it by way of purchase, exchange, grant, donation, lease, licence, hire, testamentary disposition, trust or otherwise, and to sell, mortgage, lease, licence, hire out, exchange or otherwise dispose of any property held by it;
- xx. Borrow money for any purpose deemed fit by the Council and to invest in land or securities such funds as may be vested in it for the purpose of endowment, whether for general or special purposes, or such other funds as may not be immediately required for current expenditure;
- xxi. Enter into an agreement with any other institution for the incorporation of that institution into the University and for taking over its property and liabilities and for any other legitimate purpose not repugnant to the Universities Act, the Regulations made thereunder, SUA Charter, Rules and any other applicable written law; and
- xxii. Do any other thing in accordance with the provision of SUA Charter or any other written law in force in the URT in pursuance of the Mission of the University.

3.4 SUA Clients and Stakeholders

According to this CSC, a Client is a Customer or a person using the products and services of an institution while a Stakeholder is anyone who has an interest (either direct or indirect) in an institution, its activities and its achievements. These may include Clients or Customers, Partners, Employees, Shareholders/ Owners, Government or Regulators. Therefore, being a Public Institution mandated to provide higher education in terms of teaching/learning, conducting research and outreach public services (including consultancy), SUA's main Clients and

Stakeholders include but not limited to the following:

- i. Students (Degree and Non-degree; Undergraduate and Postgraduate);
- ii. Government and Policy Makers;
- iii. Staff/Employees;
- iv. Employers (Public and Private Sectors);
- v. Regulatory Boards;
- vi. Higher Learning and Collaborative Institutions;
- vii. Development Partners;
- viii. Professional Boards;
- ix. Alumni;
- x. Agricultural Processors and Industries;
- xi. Financial Institutions; and
- xii. Any other individual or Organization with direct or indirect interest(s) with SUA.

For more detailed analysis of Clients' and Stakeholders' related opportunities, challenges, proposed actions and interests/expectations of each category are provide in **Table 2.1** (pages 25-28) of the 5th SUACSP (2021-2026). A softcopy of the SUASCP is available on line through <https://www.sua.ac.tz/sites/default/files/documents/5th-SUA-CSP-2022-2026.pdf>.

3.5 Support Services and Infrastructure available at SUA to serve the Clients

SUA has a number of support services and infrastructure to meet Clients' needs as follows:

- i. Library Services (<https://www.lib.sua.ac.tz>);
- ii. ICT Services (<https://dict.sua.ac.tz>);
- iii. Classrooms and Classrooms Services (<https://dus/csu/dus.sua.ac.tz>);
- iv. Laboratories and Laboratory Services (<https://www.sua.ac.tz/laboratories>);
- v. SUA Model Training Farm (<https://www.coa.sua.ac.tz/farm>);
- vi. SUA Referral Animal Teaching Hospital (<https://www.cvmb.s.ac.tz/animalhospital>);
- vii. SUA Driving School (<https://www.driving.sua.ac.tz>);
- viii. Graduate Incubation Centre (<https://www.vc.sua.ac.tz>) ;
- ix. Mazumbai Training Forest – Lushoto, Tanga (<https://www.cfwt.sua.ac.tz/mazumbai>);
- x. Olmotonyi Training Forest – Arumeru, Arusha (<https://cfwt.sua.ac.tz/olmotonyi>);
- xi. Mizengo Pinda Campus Bee Farm (<https://mizengopinda.sua.ac.tz/apiary>);
- xii. Agricultural Machines and Implements (<https://www.soet.sua.ac.tz/facilities>);
- xiii. Housing and Accommodations (<https://www.pfa.sua.ac.tz/suahab>);
- xiv. Financial and Postal Services (<https://www.pfa.sua.ac.tz/finance>);
- xv. Transport Services (<https://www.pfa.sua.ac.tz/transport>);
- xvi. Shopping and Stationery (<https://www.pfa.sua.ac.tz/shopping>);

- xvii. Catering Services (<https://www.pfa.sua.ac.tz/catering>);
- xviii. Health Services (<https://www.suahospital.sua.ac.tz>);
- xix. Sports, Games and Recreation (<https://www.pfa.sua.ac.tz/sports>);
- xx. Security and Safety (<https://www.pfa.sua.ac.tz>);
- xxi. Counselling, Mentorship and Advisory (<https://www.dos.sua.ac.tz/counselling>); and
- xxii. Religious Affairs (Islamic and Christian Affiliates)

Source: SUA Website (<https://www.sua.ac.tz/study/prospective-students/prospectus>).

3.6 Values and Principles of Service Delivery

In order to ensure that SUA provides its services to its clients appropriately, it commits to abide into the following service values and principles:

- i. Maintain high standards of professional ethics;
- ii. Use resources efficiently, effectively and economically;
- iii. Provide services which are responsive, prompt, effective, impartial and equitable;
- iv. Involve stakeholders in the process of policy and decision making.
- v. Be accountable for administrative actions and decisions;
- vi. Be transparent in the provision of timely and accurate information to the public;
- vii. Ensure fair competition and merit as the basis of appointments and promotions;

- viii. Observe representation of Tanzania's diverse communities;
- ix. Provide adequate and equal opportunities for appointment, training and advancement of men and women including persons with disabilities;
- x. Maintain an effective internal conflict resolution mechanisms.

3.7 Service Standards

Standards of service to be offered to the Clients were determined from reviewing of relevant literature (IUCEA and TCU Standards and Guidelines), consultations and interactions with the Clients, Staff and other Stakeholders, Strategic Objectives as stipulated in the 5th Edition of SUACSP (2021-2026) and the SUA Standard Operating Procedures (SOPs) Manual. Typical SOPs are related to timeliness, relationship and quality related standards, among others.

In implementing this Charter, the Service Standards to be developed, in addition to the existing ones, should have the following features:

- ✓ *Relevance* - They should clearly relate to the needs of Users and should focus on key issues of interest to them;
- ✓ *Meaningful* - They should look at the service from the Users' point of view and avoid management targets;
- ✓ *Challenging* - They should be stretching but realistic;
- ✓ *Simple* - They should be written in simple plain language;
- ✓ *Measurable* - They should be measurable either directly as part of normal procedures or by customer surveys;

- ✓ *Monitored* - Systems should be in place to support regular monitoring;
- ✓ *Published* - Performance against standards should be widely published, following wherever possible, independent validation; and
- ✓ *Reviewed* - Their effectiveness should be regularly reviewed and published.

3.8 SUA's Responsibility to Clients

Since the University has multiple responsibilities due to multiple Clients and Stakeholders, this Section presents some of the responsibilities to its Clients.

3.8.1 Receiving and responding to Clients' calls and letters

- i. All telephone calls made during normal working hours shall be attended to within sixty seconds unless the respondent is on another official (client's) call;
- ii. All letters received in our registries shall be attended to within seven working days; and
- iii. An acknowledgement of official correspondence shall be immediate within seven days from the date of receipt.

3.8.2 Students' Admission, Registration, Teaching and Conduct of Examinations

The processes of students' admission, registration, teaching schedules and examinations are all handled electronically through SUA Students Information System (SUASIS) as outlined below:

- i. All students admitted to the University shall receive admission letters at most one month prior to their

reporting date for finalization of registration. Application and admission processes are provided in the following link: <https://www.sua.ac.tz/apply-admission-sua-online-application>;

- ii. Registration and Orientation of Students enrolled for various training programmes should be done within one week before the start of the academic year;
- iii. Upon registration, a Student shall be issued with clear Guidelines on academic programmes, examination rules, student support services and Disciplinary Procedures;
- iv. Allocate teaching load to Instructors at least two (2) weeks before starting date of new Semester;
- v. Provide programme draft Timetables to students and staff one week (1) before the beginning of each semester;
- vi. Commence studies on the first day of each semester;
- vii. Provide teaching /learning material at the beginning of the semester;
- viii. All lectures and practical sessions shall be conducted fully, on time, and as per approved teaching/practical training timetables;
- ix. Provide one-week study break before conduct of end of semester examinations;
- x. Provide end of semester examinations and release end of semester and annual provisional examination results within three (3) weeks after the end of semester examinations;
- xi. Issue academic progress report within five (5) working days after lodging of application;
- xii. Issue partial transcripts within two (2) working days after lodging the application; and

- xiii. Issue full transcripts within three (3) working days after lodging the application.

3.8.3 Processing of Examinations and submission to SUASIS

Processing of examinations and submission to SUASIS entails the following processes:

- i) Results of Students' coursework assessment tests and final semester examinations which are systematically worked out in standard excel sheets and forwarded to SUASIS two week after the end of the examinations; and
- ii) Examinations results shall be released at the end of each semester (odd and even).

3.8.4 Supervision of Postgraduate Students and Graduation Ceremonies

Supervision of Postgraduate Students and graduation ceremonies are conducted as well:

- i) Each Postgraduate Student shall be allocated with a Research Supervisor based on his/her Research theme;
- ii) Supervisors for Postgraduate Students shall give feedback to their students within two weeks after receiving research write-ups (proposals, manuscripts and term papers); and
- iii) Graduation Ceremonies shall be held bi-annually, one in May/June (mid-year) and the other in November/December (as per approved SUA Almanac).

3.8.5 Research related Services

The responsibility of ensuring that Researchers (staff and students) are provided with conducive environment is under the DPRTC and SNAL, which commit to:

- i. Provide online access to research agenda, research policy and operational guidelines within one (1) month after approval by SUA Council;
- ii. Organize, coordinate and conduct research workshops at least twice a year;
- iii. Update a registry of all publications and update the same with publications by staff quarterly to keep track of SUA publication records;
- iv. Recording publications of Staff Members and Students (all publications affiliated to SUA) within five (5) days after receiving them from Students and Academic/Research Staff;
- v. Update registry of SUA research and monitor the progress;
- vi. Recording research activities in the University quarterly;
- vii. Allocate Research Supervisors to Post Graduate Students within four (4) weeks after registration;
- viii. Allocate Research Supervisors to Undergraduate Students within four (4) weeks after start of respective semester as indicated in the respective Curriculum;
- ix. Assess Students' Research Proposals within one month after submission;
- x. Issue Recommendation Letters for Admission into higher degrees, job placements or consultancy service to SUA graduates within five (5) working days after the request; and

- xi. Provide online access to key SUA documents (soft copies) such as the Quality Assurance Policy, Good Practices Handbook, Anti-plagiarism Policy, Outreach Policies and other Policies, Standards and Guidelines immediately after they are approved by the SUA Council.

3.8.6 Consultancy and Outreach related services

Under the current Structure, the responsibility of Consultancy is under the DPRTC in collaboration with College/School/Institutes which commits to:

- i. Provide quality consultancy reports within the specified contract period;
- ii. Provide progress and financial reports to Clients as specified in the contract;
- iii. Maintain updated Registry for Consultancy activities and Outreach projects;
- iv. Organize and coordinate Outreach activities at least quarterly; and
- v. Prepare quarterly Consultancy/Outreach Progress Report(s).

3.9 SUA's Rights from Clients

In the course of implementing the CSC, SUA has the rights to;

- i. Request and receive from THE clients the necessary information that can help to perform its functions and meet the set objectives;
- ii. Make decisions regarding the best practices of work;
- iii. Express opinions on poor cooperation from Clients, Customers and/Stakeholders; and

- iv. Receive quality services on time from Service Providers (Suppliers, Trainers, etc).

3.10 Client's Rights and Responsibilities

3.10.1 Client's Rights

During the operationalization of this CSC, clients have the following rights: -

- i. To receive services in accordance with the provisions set;
- ii. To lodge complaints/compliments and receive feedback; and
- iii. To access products, services, facilities and information in accordance to the set policies and regulations.

3.10.2 Client's Responsibilities

During the operationalization of this CSC, Clients should: -

- i. Observe and abide to the laws of the land, regulations and other applicable procedures.
- ii. Respect and abide with the terms and conditions of the service contracts;
- iii. Respect and value SUA Staff Members and other Service Providers;
- iv. Attend scheduled activities punctually;
- v. Avoid receiving or giving any kind of favour, bribe or inducement to SUA Staff and other Stakeholders;
- vi. Give feedback on quality of the services received in form of recommendations/complaints and advise through suggestion boxes, emails or formal letters; and
- vii. To declare conflict of interest.

3.10.3 Client's Responsibilities/Obligations to SUA

The University expects its Clients and Stakeholders to:

- i. Treat Staff with respect and courtesy;
- ii. Provide sufficient and accurate information to enable University to respond requests appropriately;
- iii. Pay all fees and levies promptly where applicable;
- iv. Support the University academic programmes and other related activities;
- v. Adhere to principles of Ethics and Integrity;
- vi. Observe University Rules and Regulations;
- vii. Familiarise themselves with relevant University requirements in relation to their enquiries;
- viii. Provide details of changes in any circumstances as soon as they occur;
- ix. Indicate need for special requirements, such as an Interpreter or assistance to understand or access University services;
- x. Not to offer gifts, money or favours for services from the University;
- xi. Report corruption, misconduct, unethical behaviours and
- xii. Provide feedback and comments.

3.11 SUA's Mechanisms in Handling Clients' Feedback on Service Delivery

In order to systematically handle Clients' feedback, SUA is required to:

- i. Establish clear standards of services to meet Clients' expectations;
- ii. Receive and consider Clients' and Stakeholders' opinions and advise for the purpose of improving SUA services;
- iii. Give relevant data/information using simple and clear language understood by the Client;
- iv. Provide quality services using modern technologies.
- v. Have a clear and appropriate mechanism for handling Client complaints such as sexual harassment, unfair treatments, harsh or abusive language, discriminations of all kinds, etc;
- vi. Acknowledge, respond and take appropriate action to complaints and concerns that might arise when delivering services;
- vii. Ensure delivery of services that reflect the value for money or resources utilized;
- viii. Cooperate with Ministries and other organizations in dealing with Cross- Cutting issues such as; HIV/AIDS, Gender Equity, Fight Against Corruption, Poverty Alleviation, epidemics and related incidences;
- ix. Develop and implement Policies and Guidelines for service delivery;
- x. Provide fair and equitable access to a wide range of information and learning resources;
- xi. Provide risk control and management systems (e.g. Risk Register, Policy & Guidelines);
- xii. Provide quality health services and protect Client's personal privacy, including personal health and other confidential matters;

- xiii. Avoid favouritism or discrimination during service delivery;
- xiv. Ensure provision of safety and security services are provided in all places within the University;
- xv. Giving priority to Clients with Special Needs in all endeavours.

3.12 Principles of Handling Customer Complaints

The following are guiding principles when handling Customer/ Stakeholder complaints:

- i. All complaints will be treated with courtesy, equality and fairness at all times;
- ii. All complaints will be treated seriously, regardless of whether made by telephone, letter, e-mail, etc. Regardless of form of communication and submission, all complaints will be registered in a designated log-book, documented and responded accordingly in writing;
- iii. Timescales set down within the adopted Standard Operating Procedures made public through website, web page, will be strictly observed and if more time is required, the Complainant (Aggrieved/Affected Person(s)) will be contacted and explained the reason why and let him/her/ them know when a full reply can be expected;
- iv. No complainant will be treated less favourably than the other because of:
 - a. Gender, social and marital status or age;
 - b. Residence status, education level or location;
 - c. Sexual orientation;

- d. Colour, race, ethnic or nationality origin;
 - e. Religious or political affiliation or beliefs;
 - f. Institutional affiliation; and
 - g. Other unjustifiable factors such as language, etc.
- v. All Complainants, if requiring, will receive assistance in making and filing their complaint; and
- vi. All complaints will be dealt with confidentiality and confidential treatment of all information, personal and institutional facts relating to the complaint.

4.0 REVIEW OF THE CHARTER

This CSC is a living Document, whose use will be monitored on regular basis and formally reviewed to determine its effectiveness. For it to be live, it will be updated from time to time to respond to the changing environment. This review should occur as part of a programmed cycle or prompted by specific events. SUA may consider reviewing the Charter either using In-house Expertise or External Consultants. According to a Guide on Preparation and Implementation of CSC for the Public Service (April, 2006), review of the CSC needs to be done in consultation with Clients, Staff and stakeholders in consideration of the implementation experience based on feedback from both internal and external sources.

5.0 INSTITUTIONAL IDENTITY AND CONTACTS

5.1 SUA Identify

The main identity of SUA is its logo which appears on the cover page of this Charter and SUA website (<https://www.sua.ac.tz/>).

5.2 Contacts

5.2.1 Edward Moringe Campus/SUA Headquarter

The Edward Moringe Campus is located about 4 km from Kingalu Central Market within Morogoro Municipality. This is the Headquarter of the University whose main contact person is the Chief Executive Officer (CEO) Vice Chancellor (VC). All official communications should be channelled through:

*The Vice-Chancellor,
Sokoine University of Agriculture,
Sokoine Road, Edward Moringe Street,
Postal Code: 1
P.O. Box 3000 Chuo Kikuu, Morogoro.
Tel: +255 23 2640021 (Direct line); or +255 23 264006-9
(General line);
E-mail: vc@sua.ac.tz*

5.2.2 Mizengo Pinda Campus

The Campus is located at Kibaoni Ward, Mpimbwe Council, Mlele District, Katavi Region, which is about 1,160 km from the Edward Moringe Campus in Morogoro. It can be accessed through Mbeya-Tunduma-Sumbawanga–Mpanda road about -7.1039S; 31.1657E. Travel by air is through Songwe (Mbeya) International Airport and other airports in Sumbawanga, Tabora and Mpanda. All official communications to this Campus should be channelled through:

*The Principal,
Mizengo Pinda Campus College,
P.O. Box 82, Mpanda Katavi,
Physical Address: 34 SITALIKE RD, 50318 KIBAONI, MLELE
Email: principalmpc@sua.ac.tz
Website: <https://www.mizengopinda.sua.ac.tz/>*

5.2.3 SUA Training Forest, Olmotonyi

Manager,

SUA Training Forest Olmotonyi,

P.O.Box 7193, Arusha City Council,

ARUSHA,

Postal Code: 08 Olmotonyi Campus,

Email: olmotonyi@sua.ac.tz

Website: <https://www.cfwf.sua.ac.tz>

5.2.4 Mazumbai Forest Reserve

Manager,

Mazumbai Forest Reserve,

P.O.Box 152 Soni,

Lushoto, Tanga

Postal Code: 21735 Mgwashi - Lushoto,

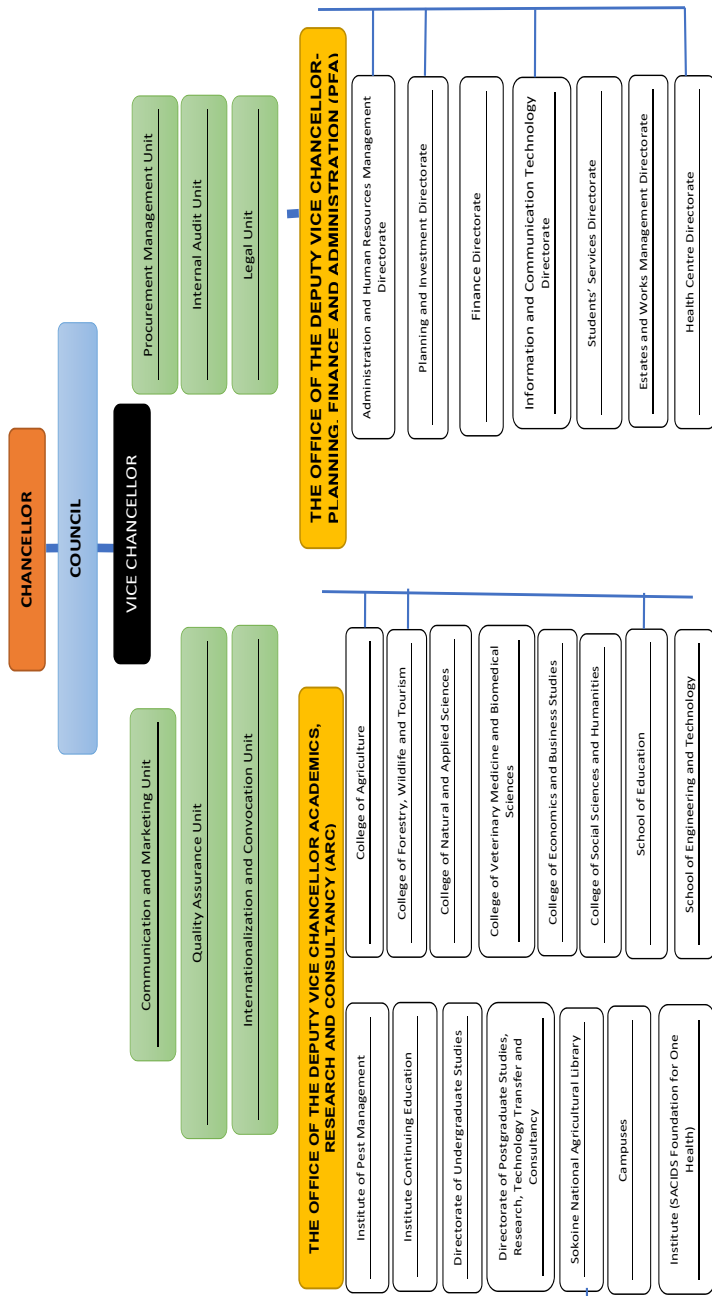
Email: mazumbai@sua.ac.tz

Website: <https://www.cfwf.sua.ac.tz>

Commitment: All feedback from the above shall be given within seven (7) working days.

APPENDICES

Appendix 1: Approved Functions and Organizational Structure of SUA as at January 2022.



Appendix 2: Approved Colleges, Schools, Units and Departments (2022)

S/N	COLLEGE/SCHOOL/INSTITUTE/ ADMINISTRATIVE ENTITIES	DEPARTMENTS/SECTIONS/UNITS
A: Main Campus		
1.	Vice Chancellor's Office	<ul style="list-style-type: none"> i. Legal Services Unit ii. Internal Audit Unit iii. Communication and Marketing Unit iv. Quality Assurance Bureau v. Procurement Management Unit and vi. Internationalization and Convocation Unit
2.	Deputy Vice Chancellor (Academic, Research and Consultancy)	<ul style="list-style-type: none"> i. Directorate of Postgraduate Studies, Research, Technology Transfer and Consultancy ii. Directorate of Undergraduate Studies
2.1	College of Agriculture (CoA)	<ul style="list-style-type: none"> i. Crop Science and Horticulture ii. Agricultural Extension and Community Development iii. Soil and Geological Sciences iv. Human Nutrition and Consumer Sciences v. Animal, Aquaculture and Range Sciences vi. SUA Model Training Farm

S/N	COLLEGE/SCHOOL/INSTITUTE/ ADMINISTRATIVE ENTITIES	DEPARTMENTS/SECTIONS/UNITS
2.2	College of Forestry, Wildlife and Tourism Management (CFWT)	<ul style="list-style-type: none"> i. Forest and Environmental Economics ii. Forest Technology and Wood Science iii. Forest Biology and Ecosystem Management iv. Wildlife Management v. Tourism and Recreation
2.3	College of Veterinary Medicine and Biomedical Sciences (CVMBBS)	<ul style="list-style-type: none"> i. Veterinary Anatomy and Pathology ii. Veterinary Physiology, Biochemistry and Pharmacology iii. Veterinary Surgery and Theriogenology iv. Veterinary Microbiology, Parasitology and Biotechnology v. Veterinary Medicine and Public Health vi. Referral Animal Teaching Hospital
2.4	College of Economics and Business Studies (CoEBS)	<ul style="list-style-type: none"> i. Agricultural and Natural Resources Economics ii. Finance and Accounting iii. Management and Entrepreneurship.
2.5	College of Social Sciences and Humanities (CSSH)	<ul style="list-style-type: none"> i. Development Studies ii. Policy Planning and Management iii. Language Studies

S/N	COLLEGE/SCHOOL/INSTITUTE/ ADMINISTRATIVE ENTITIES	DEPARTMENTS/SECTIONS/UNITS
2.6	School of Engineering and Technology (SET)	<ul style="list-style-type: none"> i. Agricultural Engineering ii. Civil and Water Resources Engineering iii. Food Science and Technology
2.7	Institute of Pest Management (IPM)	
2.8	Institute for Continuing Education (ICE)	
2.9	SACIDS Foundation for One Health Institute	
2.10	Sokoine National Agricultural Library (SNAL)	
2.11	National Carbon Monitoring Centre (NCMC)	
B	Solomon Mahlangu Campus	

S/N	COLLEGE/SCHOOL/INSTITUTE/ ADMINISTRATIVE ENTITIES	DEPARTMENTS/SECTIONS/UNITS
2.12	College Natural and Applied Sciences (CoNAS)	<ul style="list-style-type: none"> i. Informatics and Computational Sciences ii. Mathematics and Statistics iii. Geography and Environmental Studies iv. Biosciences v. Chemistry and Physics
2.13	School of Education (SoE)	<ul style="list-style-type: none"> i. Educational Psychology, Counselling and Curriculum Studies ii. Educational Foundations and Management
C	Mizengo Pinda Campus (MPC)	<ul style="list-style-type: none"> i. Department of Natural Resources Management and Conservation ii. Department of Agricultural Sciences iii. Department of Social Sciences and ICT

S/N	COLLEGE/SCHOOL/INSTITUTE/ ADMINISTRATIVE ENTITIES	DEPARTMENTS/SECTIONS/UNITS
2.14	Deputy Vice Chancellor (Planning, Finance & Administration)	<ul style="list-style-type: none"> i. Directorate of Planning and Development ii. Directorate of Administration and Human Resource Management iii. Directorate of Finance iv. Directorate of Estates and Works v. Directorate of Hospital and Health Services vi. Directorate of Students Services vii. Directorate of Communication and Information Technology viii. SUA Housing and Accommodation Bureau ix. University Farm x. Sports and Games Unit xi. Auxiliary Police and Security Unit xii. Gender Office/Unit