



COLLEGE OF BUSINESS EDUCATION

RESEARCH AND PUBLICATION POLICY

MAY, 2018

EXECUTIVE SUMMARY

The College of Business Education (CBE) is among the higher learning institutions in Tanzania that provides training, conducts research and provides advisory services in business and other related disciplines. The College needs Research Policy to support the College's efforts in achieving its mission and vision through development and implementation of College's academic research and publications.

This policy document contains the Policy issues, statements, strategies and operational procedures which will guide the College on effective Research and publication activities and related activities. This policy will enable campuses, departments, and units to increase the activities of research and increase the research funding from different organs.

The policy addresses research policy issues, organization and management of research and publication activities, resource in support of research activities, staff training on research, Research quality and effectiveness, operational procedures for research and publication activities, governance of research and publication policy, monitoring and evaluation of research and publication policy.

The Policy applies to all academic staff in the college community and the people involved in research and publication.

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LIST OF ABBREVIATION

BEJ	Business Education Journal
CAB	College Academic Body
CBE	College of Business Education
CD	Campus Directors
CSP	Corporate Strategic Plan
COSTECH	Commission for Science and Technology other charges
DF	Directorate of Finance
DPS	Directorates of Postgraduate Studies
DUS	Director of Undergraduate Studies
GB	Governing Body Rector
HODs	Heads of Departments/Units
OC	Other Charges
MITI	Ministry of Industry, trade and Investment
RPC	Research and Publication Committee

CHAPTER ONE

INTRODUCTION

1.1 Background

The College of Business Education (CBE) was established in 1965 by the Act of Parliament, Act No. 31 of 1965 [Cap 315 R.E. 2002]. The Act has been amended thrice through the amendments Acts No. 17 of 1968, No. 38 of 1974, and miscellaneous amendment Act No.2 of 2010. The college is headed by the Rector, who is directly supervised by the Governing Body. The three subsequent amendments defined more explicitly the functions of the College, tying the College to teach middle – level managerial personnel in the area of Business Administration. They provided more oversight of the parent Ministry as well as more details in the schedule to the Act. In the last ten years the College of Business Education has substantially expanded its activities to meet the increased demand for Business Administration and Education in Tanzania (CBE, 2014). The College has just started implementing its Corporate Strategic Plan (CSP)-2015/2016/2019/2020.

1.2 Functions of CBE

The main functions of the College of Business Education are to:

- i. Provide facilities for study and training in the principles, procedures and techniques of: Procurement and Supplies, Business Administration, Accountancy, Marketing Management, Legal and Industrial Metrology, Information and communication technology, E-commerce and any other related disciplines as the needs arise at various levels (ordinary diploma, professional degrees and postgraduate levels).
- ii. Conduct quality and efficiency oriented short and special courses in the disciplines specified in (i) above
- iii. Engage in applied research and discipline specified in (i) and use result to improve teaching, learning and to offer quality public services.

- iv. Provide consultancy in counseling, arbitration, business and other related advisory services.
- v. Engage in income generation activities that are within the mission of the college.
- vi. Engage in any other educational activities which in the opinion of the governing body are necessary, expedient or conducive for the promotion of the business education in the united republic of Tanzania.

1.3 Vision of CBE

To be a dynamic, well equipped, world-wide known and recognized center of excellence in competence based training, research and consultancy services in business and related disciplines.

1.4 Mission Statement

To provide high quality demand-driven competency based education through training, research and consultancy services in business and related disciplines.

1.5 Strategic Objectives

Key strategic objectives of the CBE are to:

1. Improve the legal and regulatory framework
2. Improve student affairs
3. Enhance sustainability
4. Improve teaching and learning facilities
5. Improve marketing strategies
6. Improve physical infrastructure
7. Cross-cutting issues

1.6 Core Values

❖ Academic Freedom

The College is independent and cherishes and defends free inquiry and scholarly responsibility.

❖ **Advancing and Sharing Knowledge and Skills**

The College supports scholarly pursuits that contribute to knowledge and understanding within and across disciplines, and seeks every opportunity to share them broadly.

❖ **Excellence**

The College, through its students, staff, and alumni, strives for excellence and trains students to the highest standards.

❖ **Integrity**

The College acts with integrity, fulfilling promises and ensuring open, respectful relationships among its stakeholders. CBE abides with ethical code of conduct and respect for laws.

❖ **Mutual Respect and Equity**

The College values and respects all members of its communities, each of whom individually and collectively makes a contribution to create, strengthen, and enrich teaching and learning environment.

❖ **Public Interest/ Customer Care**

The College embodies the highest standards of service and stewardship of resources and works within the wider community to enhance societal good satisfaction.

CHAPTER TWO

RATIONALE, OBJECTIVES AND SCOPE OF THE RESEARCH AND PUBLICATION POLICY

2.1 Rationale and Objectives

Currently, the College of Business Education (CBE) does not have Research and Publication Policy to guide issues related to research and publication. Absence of this policy poses some challenges to academic staff. The College has therefore prepared this policy to guide research and publication processes. This policy, therefore, aims at providing the College with the means by which:

- to make knowledge generated by the research conducted under its auspices available to the widest possible audience
- to help researchers disseminate research to achieve the greatest impact
- to raise the profile of research outputs through the Directorate of Research and Publication
- to meet Freedom of Information obligations to publish publicly funded research outputs and data in a proactive manner
- to meet the requirements of research funders to make research outputs Open Access
- to manage information about its research outputs effectively, both for internal management and external research assessment
- to facilitate long term storage and preservation of research outputs.

This policy provides direction on the research and publication process, from preparing publications through to facilitating access. The College values the right of authors and contributors to decide on the best avenue for the publication for their research findings while encouraging publication in an open and accessible way and ensuring funder requirements are met.

2.2 Scope of the Research and Publication Policy

The policy applies to all staff and students of the College of Business Education as well as external persons who might be engaged in research and publication related activities at the College.

CHAPTER THREE

SWOC ANALYSIS

3.1 Overview

The College encounters Strengths, Weaknesses, Opportunities and Challenges as presented below;

3.2 Strengths

- i. Presence of Business Education Journal (BEJ) with a strong and competent Editorial Board
- ii. Subscription to e-resources
- iii. Supportive parent Ministry, i.e. the Ministry of Industry, trade and Investment (MITI)
- iv. Growing number of academic staff with doctoral qualifications
- v. Presence of postgraduate programmes at the College
- vi. Access to students who can be engaged in research activities.
- vii. Supportive physical infrastructure.

3.3 Weaknesses

- i. Lack of funds to support research activities
 - ii. Absence of the College workload policy
 - iii. Low motivation for academic staff on research and publication activities
 - iv. Inadequate research and publication capability among academic staff
 - v. Absence of software tools to support research and publication activities
 - vi. Lack of self-initiatives for conducting research and publication activities amongst academic staff
 - vii. Inadequate in-house staff capable to develop plausible research project proposals for external funding
 - viii. Lack of research digital repository within the College.
 - ix. Lack of institutional research collaboration with other institutions.
 - x. Inadequate training programmes on research and publication
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- xi. Unreliable internet connectivity
- xii. Non-prioritization of research in the planning and budgeting for the College.
- xiii. Inadequate external visibility of the College.
- xiv. Lack of institutional research agenda of the College.

3.4 Opportunities

- i. Availability of call for research funds both local and international Availability of research collaborating partners
- ii. Presence of national research agenda document
- iii. Availability of researchable problems
- iv. Supportive College mission statement, i.e. to conduct research and publication.
- v. Supportive top management

3.5 Challenges

- i. Centralization of national annual research funds (i.e., the Commission for Science and Technology (COSTECH))
- ii. Changing government priorities from time-to-time including research agenda
- iii. Strict terms and conditions from research funding institutions
- iv. Lack of institutional research agenda
- v. Budgetary constraints
- vi. Presence of competition from other research institutions.

CHAPTER FOUR

MAJOR AREAS, SITUATION ANALYSIS, POLICY ISSUES, POLICY STATEMENTS, STRATEGIES AND OPERATIONAL PROCEDURES

4.1 Overview

This chapter discusses number of thematic policy issues. In the course of the discussion, it identifies the main policy issues based on the situation analysis, proposes policy statements, suggests strategies and sets operational procedures to be followed.

4.2 Budgetary Constraints and Activity Prioritisation

4.2.1 Situational Analysis

The College has been facing budgetary constraints year after year due to overdependence on tuition fee as the major source of its income and limited government subventions. The latter does not cover development budget neither other charges (OC). This has resulted into difficulty in allocating funds to the College priorities. In the process, research and publication activities are always number one victim of the circumstances. As a result, research and publication activities, which are one of the core functions of the College, they are advancing at a very low pace.

4.2.2 Policy Issues

- i. Non-prioritisation of research in the College annual plans and budget
- ii. Ever present budget constraint

4.2.3 Policy Statement(s)

- i. The College shall consider research activities as one of the topmost priority in its strategic and annual action plans.
- ii. The College shall strive to set aside sufficient funds on its annual budget to support research and publication activities.

4.2.4 Strategies

- i. To prioritise research and publication activities in the College strategic and action plans
- ii. To include research and publication activities in the College annual budget.

4.2.5 Operational Procedures

- i. The College shall form a research and publication committee which shall deal with the following roles and responsibilities;
 - a. Finding, Sourcing and soliciting research opportunities, funds and all necessary logistics to ensure that research activities are carried out smoothly.
 - b. Edit publish and disseminate research finding of the research to all staff.
 - c. Plan, coordinate and implement academic conferences and liaise with other responsible offices to avail conferences with necessary conference materials and publish conference proceedings.
 - d. Ensure that all staff are aware of the National research agenda from which Academic staff will create workable research topics.
 - e. To assist staff in drawing research related contracts between them and the funding or Co- research organizations/institutions.
 - f. Provide information to staff on possible available research opportunities on a regular basis through all possible and reliable means of communication.
 - g. Coordinate facilitate and implement training to staff on developing research documents, conducting research, data management as well as other research related issues.
 - h. To identify newsworthy research items, produce various copies for distribution to staff, media and other potential funders.
 - i. Setting periodic guidelines on ethics in research and publication and establish misconduct criteria in the same and suggest possible penalties.
 - j. Ensure protection of intellectual property rights in research related activities.
 - k. Monitor and evaluate research proposals, requests for research funding, reports and published materials and determine awards to be given to an individual/research team.
 - l. Take initiatives in finding external research funders.
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- m. Assist academicians in preparing research related documents, carrying research, research findings reporting as well as publication and dissemination of such to the entire public.
 - n. Ensure the quality of the research documents, manuscripts to be published as well as the already published materials.
- ii. The College shall set aside annual budget to support research activities

The College through the responsible directorate shall

- i. prepare research and publication activities to be included into the annual budget
- ii. arrange and coordinate in-house competition of research proposals for funding
- iii. budget for research proposal write up activities and working environment e.g. venues etc.

4.3 Research Project Funding from External Sources

4.3.1 Situational Analysis

As of now, the College does not have formal mechanism for soliciting funds from external sources to support research activities. The practice is that an ad hoc team is formed to prepare a research project write up whenever needs arise. This sort of practices leads to ill-prepared research proposals that end up into being unsuccessful. Meanwhile, the environments on which the ad hoc teams work are not conducive enough to yield the required output. For example, team members are usually tasked with many other overlapping responsibilities that should be carried out simultaneously.

4.3.2 Policy Issues

- i. Absence of formal mechanisms for developing research project proposals for soliciting research funds from external sources.
- ii. Absence of conducive working environment for preparing research project proposals.

4.3.3 Policy Statement

- i. The College shall introduce a formal mechanism that will enable the development of research project proposals for soliciting funds from external sources.
- ii. The College shall provide conducive working environment that facilitates preparation of research project proposals.

4.3.4 Operational Procedures

The College through its responsible directorate shall

- i. form research clusters which will continuously deal with research project write ups.
- ii. Disseminate the list of grant call to all academic staff in the institution.
- iii. Require departments to share the list of competitive grant proposal submitted for each quota.
- iv. Provide guidance on grant writing and submission processes and all administrative documents that would be required.
- v. Disseminate all new research grants and publications to all academic staff in each quota.

4.4 Research Collaboration and College Visibility

4.4.1 Situational Analysis

The College has research collaborations with few research institutions. This is partly caused by lack of institutional research agenda of the College. Absence of such collaboration limits the College from accessing research funding opportunities within and outside the country. Furthermore, such collaboration would enhance research capacity building of the College's staff. In addition, institutional research collaboration with both domestic and international institutions would enhance external visibility of the College. External visibility would also, among other things, improve student enrollment rate.

4.4.2 Policy Issues

- i. Inadequate institutional research collaboration with other institutions
- ii. Lack of institutional research agenda of the College

- iii. Inadequate external visibility of the College
- iv. Absence of research repository centre within the College

4.4.3 Policy Statements

- i. The College shall establish research collaboration with other academic and research institutions
- ii. The College shall prepare its research agenda
- iii. The College shall enhance its external visibility within and outside Tanzania
- iv. The College shall establish a research digital repository

4.4.4 Operational Procedure

The College through its responsible directorate

- i. shall establish links office which will coordinate and oversee the research collaborations
- ii. develop its research agenda
- iii. enhance its external visibility through timely updating its website content on matters related to training, research and consultancy
- iv. strive to organize domestic and international research related events (seminars, workshops and conferences) to enhance its visibility and research posture
- v. In collaboration with computer center and library shall design and operationalise establishment of a research digital repository. Each department shall organize research seminars on monthly basis to share publications or grant proposals on progress

4.5 Enhancing Research and Publication Capabilities amongst Staff

4.5.1 Situational Analysis

Research is one of the core functions of the College. To achieve this function, there is a need to have capable academic staff that are self-motivated. In addition, there must be appropriate software tools to support research and publications. However, currently, there are a few academic staff who are capable of conducting scientific research and publication activities. This is partly caused by lack of regular and formal in-house training on research and publication, lack of self-motivation, overwhelming

teaching workload and low level of capability for conducting research and publication amongst academic staff. Also, absence of software tools to support research has been attributed to lowering the morale for some staff to engage themselves in research and publication activities.

4.5.2 Policy Issues

- i. Lack of regular and formal training on research and publication to academic staff
- ii. Lack of self-motivation amongst academic staff for conducting research and publication
- iii. Absence of teaching workload policy
- iv. Low capability for conducting research and publications amongst academic staff
- v. Absence of software tools to support research and publication activities

4.5.3 Policy Statement

- i. The College shall organize and conduct regular training on research and publication to academic staff
- ii. The College shall create conducive environment that will motivate its academic staff to engage themselves in conducting research and publication activities
- iii. The College shall create and institutionalise its workload policy for its academic staff
- iv. The College shall acquire software tools to support research and publication activities.

4.5.4 Operational procedure

- i. The College shall
 - a. create incentive packages to motivate its academic staff to engage themselves in research and publication activities
 - b. devise an allocation of research training scholarships to different academic units on the basis of performance and demand
 - c. Emphasize that research training be one of the criteria in the approval of research proposals

- d. Devise an allocation of research training scholarships to different academic units on the basis of performance and demand.

- ii. The College through its responsible directorate shall:
Prepare and conduct regular training on research and publication to its academic staff

- iii. The Directorate of Undergraduate Studies shall prepare and institutionalise its workload policy for academic staff.

- iv. The Computer Center will acquire and install software tools in its computers to support research and publication activities.

CHAPTER FIVE

GOVERNANCE OF THE RESEARCH AND PUBLICATION POLICY

5.1 Governance of the Research and Publication Policy

The governance of the research and publication policy includes the following: -

- i. Identifying categories stakeholders for implementing the policy
- ii. Specifying roles and responsibilities of each category of stakeholders

5.2 Key Stakeholders

The governance of the research and publication involves the following stakeholders: Governing Body (GB), Rector, College Academic Body (CAB), Research and Publication Committee (RPC), Deputy Rector Academic Research and Consultancy (ARC) , Campus Directors (CD), Directorate of Finance (DF), Directorates of Postgraduate Studies (DPS) and Director of Undergraduate Studies(DUS), Heads of Departments/Units(HODs), Library Management, Computer manager, staff, and students. Each of these stakeholders has a specific role to play in the successful implementation of the policy as defined hereunder.

5.3 Roles of Stakeholders within the College

SN	Stakeholders	Roles and responsibilities
1	Governing Body	(i) To approve the policy (ii) To oversee the implementation of the Policy. (iii) To deliberate on recommendations from the College Academic Board
2	College Academic Body	To receive and deliberate on recommendations from the research and publication committee on issues requiring attention of the Governing Body.
3	Rector	To oversee overall implementation of research and publication policy.
4.	Research and Publication Committee	To receive and deliberate on recommendations from directorate responsible for research and publication on issues relating to the implementation of the research and publication policy
5	Deputy Rector – Academic Research and Consultancy	To coordinate research and publication policy implementation.
6	Directors	To support and facilitate implementation of the research and publication policy on issues related to their respective directorates/campuses
7	Heads of Departments/Units	To identify and forward departments needs to the research and publication management for consideration.
8	Directorate of Postgraduate Studies, Research and Consultancy (DRPC)	To plan, budget, organize, coordinate and implement research and publication policy.
9	Computer manager	To provide technical advice on matters related to ICT.
10	Staff	To advice and provide feedback to the DRPC on matters relating to research and publication.
11	Students	To advice and provide feedback to the DRPC on matters relating to research and publication.

CHAPTER SIX

MONITORING AND EVALUATION

6.1 Monitoring and Evaluation (M&E)

For successful implementation of the research and publication policy there must be inherent monitoring and evaluation mechanism. The College shall establish a mechanism for monitoring and evaluation of the implementation of research and publication Policy. To achieve effective M & E the Research and Publication Committee shall be convening its regular meetings on quarterly basis. Deliberations from the Research and Publication Committee meetings shall be communicated to the respective stakeholders for further actions.

Monitoring and Evaluation shall involve: -

- i. Establishment of mechanisms of accountability for monitoring and evaluating the implementation of the research and publication Policy.
- ii. Establishment of framework that will provide basis for monitoring and evaluating the research and publication policy implementation at all College levels.
- iii. Establishment of sound institutional framework for translating the goals, objectives and strategies into actual programmes at all levels that is Units/Sections, Departments, Directorates, and Campuses. This means that the implementation will be effected through the existing College institutional set up.

6.2 Research Training and Capacity Building

Research activities cannot be carried out by everyone. They need specific expertise. This is the reason as to why many academicians do not involve themselves in research. Therefore, in order to for the college to develop expertise among its staff as well as students, the College through the Directorates of Under and post graduate studies shall:

- i. Ensure maximum and thorough training of research both to under and postgraduate students.

- ii. Where necessary, use postgraduate candidates in research projects especially in data collection to research projects entirely carried by the college.
- iii. Carry periodic training to staff on research activities such as writing a winning and fundable proposals, data management as well as publishing activities.
- iv. Ensure up to date data management packages are taught to both academicians and postgraduate students on a specific period of time (preferably after every four months).
- v. Ensure that staff are involved in the research planning process.
- vi. To create a mechanism by which academic staff members are motivated to conduct research however maintain a good balance between teaching, research and consultancy.
- vii. Create and Promote opportunities for post-doctoral scholars and research associates with in academic departments and device means to include research grant proposal as a component of training.
- viii. Ensure monthly departmental paper presentations that shall inculcate a sense of research among academic staff
- ix. Employ academic personnel that shall solely be responsible for facilitating and facilitating research operations.

6.3 Quality Assurance

In order to ensure quality deliverables in research, all its activities need to be well and systematically planned. In such, research outputs shall fulfill requirements for quality which shall be in line with the College's Quality Assurance Criteria. Thus, the College shall:

- i. Develop and disseminate quality guidelines.
- ii. Ensure that research application documents are in line with quality guidelines before they are approved and submitted to the respective organizations.
- iii. Monitor the quality of publications resulting from research conducted.
- iv. Conduct survey to obtain feedback on quality and value of the research results.
- v. Establish a centralized office to assess the quality and approve research proposals before data collection exercise.

6.4 Research Performance and Reward

The College shall:

- i. Establish and implement transparent criteria to be used in measuring research excellence.
- ii. Evaluate performance of individuals and departments in research activities annually.
- iii. Reward research performance at individual, group and departmental level annually.
- iv. Reward the best paper of the year whose criteria shall be determined by the Research and Publication Committee.
- v.

6.5 Contribution to the Research Administrative Infrastructure

CBE shall:

- i. Require that all research projects contribute at least 10% of the total research cost as the institutional overhead. However, this shall not be considered when the funding organization needs to pay to the college a total sum which is equal or more than 10% of the said cost.
- ii. Make sure that research overhead cost is shared among the research administrative units and departments where by the priority shall be given to the department or organ where the research is taking place. In this regard, a minimum of 5% shall be contributed to the department/unit and the rest to the directorate of postgraduate studies.

NOTE: This amount shall be accounted for using CBE Financial regulations.

6.6 Staff Remuneration

CBE shall:

- i. Develop and implement an attractive package for researchers including the provision of the research management allowance.
- ii. Review the developed package on a regular basis preferably after every 3 years.

6.7 Intellectual Property

In order to safe guard intellectual property the college shall ensure that:

- i. Research findings may be stored as video recordings, books, CD-ROM's or in any other retrievable form(s).
- ii. All research findings shall be retained by the college within the College's library. However, copies of the research findings and abstracts shall be submitted to open databases across the world.
- iii. Research materials shall be available for references with in the library unless any material is protected by the client who owns the copyright.
- iv. All research findings and materials shall be available for use by members of the College for purposes of research and teaching with authority from the author or the college.
- v. For any research findings or innovations that are patentable the college shall pursue patent rights and the college policy on patent right shall apply thereafter.
- vi. The college shall prepare the CBE intellectual property policy.

6.8 Competition for Internal Research Fund

The college shall set aside funds to facilitate research and publication activities. Such funds shall be distributed to the wining research group on a competitive grounds basing on the quality of the proposal and the research topic. Other qualities regarding the wining proposal for such funds shall be developed by the research and publication policy.

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