



**MZUMBE UNIVERSITY
(CHUO KIKUU MZUMBE)**

STUDENTS' WELFARE POLICY

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LIST OF ABBREVIATIONS

CCT:	Christian Council of Tanzania
DCC:	Dar es Salaam Campus College
DHCS:	Directorate of Health and Clinical Services
DSS:	Directorate of Students' Services
DVC -PFA:	Deputy Vice Chancellor – Planning , Finance and Administration
HESLB:	Higher Education Students' Loans Board
MCC:	Mbeya Campus College
MU:	Mzumbe University
MUHC:	Mzumbe University Health Centre
MUSO:	Mzumbe University Students' Organisation
MUMSA:	Mzumbe University Muslim Students' Association
NHIF:	National Health Insurance Fund
SWOC:	Strength, Weaknesses, Opportunities and Challenges
TMCS:	Tanzania Movement of Catholic Students
TUCASA:	Tanzania University Adventist Church Students' Association
USCF:	University Students' Christian Fellowship

FOREWORD

It is with great pleasure and a profound sense of responsibility that I present this revised Students' Welfare Policy for Mzumbe University. Our institution has a long and distinguished history of nurturing leaders and professionals who drive social and economic transformation. Central to this legacy is our unwavering commitment to the holistic development of every student who passes through our gates. This policy is a testament to that commitment, articulating a clear and comprehensive framework for ensuring that student well-being remains at the core of our university experience.

The world our graduates are entering is more complex and demanding than ever before. We recognise that academic excellence alone is not sufficient to navigate its challenges. True success is built upon a foundation of robust physical and mental health, emotional resilience, social integration, and strong ethical character. This policy, therefore, moves beyond a narrow view of welfare to embrace a holistic philosophy. It addresses the full spectrum of student life, from the strength of our guidance and counselling services and the safety of our accommodation to the inclusivity of our infrastructure for students with special needs, the vibrancy of our sports and recreation, and the compassionate support we extend in times of crisis, including the tragic loss of a student.

This document is not merely a set of guidelines. It is a strategic declaration of our priorities. It underscores our dedication to creating a supportive, inclusive, and enabling environment where every student feels valued, heard, and empowered to thrive. The successful implementation of this policy is a shared responsibility that requires the active engagement of our entire community including university management, academic staff, the Directorate of Students' Services, the Mzumbe University Students' Organisation (MUSO), and every student.

I wholeheartedly call upon all stakeholders to join us in championing its provisions. Let us work collaboratively to translate these words into tangible actions that will not only enhance the student experience but also fortify Mzumbe University's position as a leading institution that develops conscientious, capable, and well-rounded citizens for Tanzania and the world.

Prof. William Mwegoha

Vice-Chancellor
Mzumbe University

June 2026

CHAPTER ONE

INTRODUCTION

1.1 Background Information

Mzumbe University's history traces back to 1953, when it began as a local government school under British colonial administration, initially training local Chiefs, Native Authority Staff and Councillors. Following Tanzania's independence in 1961, its mission expanded to include training Central Government Officials, Rural Development Officers, and Local Court Magistrates. In 1972, it was amalgamated by the Institute of Public Administration of the University of Dar es Salaam to form the Institute of Development Management (IDM-Mzumbe), focusing on training professional managers for both public and private sectors. This evolution reflects a commitment to adapting to the changing needs of Tanzanians. In 2001, IDM-Mzumbe was elevated to a fully-fledged public university via the Mzumbe University Act, No. 21 of 2001. Currently, Mzumbe University is governed by the Mzumbe University Charter, 2007, which guides the university's operations and management. The University's mandate, as outlined in the Charter, focuses on training, research, publications, and public service, reflecting its dedication to serving the public interest. Mzumbe University envisions becoming a leading knowledge institution in management and allied sciences within local and global contexts by the year 2046.

To achieve this vision, the University embarks on its mission, which is to provide opportunities for the acquisition, development, preservation, and dissemination of knowledge and skills through training, research, technical, and/or professional services. The University's core values are accountability, creativity and innovation, diligence, integrity, professionalism, respect for others, responsiveness to society's needs, transparency, and teamwork.

In line with MU's vision and mission, the promotion of students' welfare is not merely a supportive function but a fundamental pillar of the university ethos. MU recognizes that a student's holistic well-being, encompassing their physical, mental, emotional, and social health, is the essential foundation upon which academic excellence, innovation, and responsible leadership are built. This Student Welfare Policy therefore prescribes the university's strategic commitment to cultivating a supportive, inclusive, and enabling environment that empowers every student to thrive, thereby ensuring they are well-equipped to become the transformative leaders and change agents our nation and the world require.

1.2 Students' Welfare Situation at MU

Mzumbe University (MU) comprised around 15,000 students in the year 2025. It is projected that by the academic year 2045/46, the University will have about 48,000 students. To remain a competitive higher learning institution and attain its Vision, students' welfare is one of the University's top priorities. Accordingly, the Mzumbe University Charter, 2007 established the Directorate of Students Services (DSS) with a mandate to coordinate all matters related to students' welfare. The DSS works closely with the MU Students' Organisation (MUSO) to ensure that student' views and voices are well represented in the university's decision-making organs. The strenghts of MU's students welfare framework

anchor on the existence of MU Students' By-Laws of 2010; existence of MU Students' Accommodation Policy of 2024; existence of MU Guideline for Students with Special Needs of 2023; availability of catering services in all campuses; availability of guidance, spiritual and counseling services in all campuses; availability of hostels, classrooms, library, and sports facilities; a functioning students' government body; availability of health facilities and services; and presence of Counseling Unit, Gender Desk and Special Needs Unit.

Guidance and Counseling at the University is currently vested in the DSS Office and undertaken by the Dean of Students, Wardens and Social Welfare Officers who are also handling other administrative tasks. Spiritual/religious leaders also offer this service to the needy students. This is done as referral when university counselors find a need for such service. Major religious groups recognized by the University are Tanzania Movement for Catholic Students (TMCS), Christian Council of Tanzania (CCT - USCF), Mzumbe University Muslim Students' Association (MUMSA), and Tanzania Universities Adventist Students' Association (TUCASA). Students are free to form religious associations, if they comply with university rules and regulations. Career guidance is offered by the DSS in collaboration with companies which are invited to come to the university and share knowledge about their organizations with students, especially finalists. This helps students to explore career opportunities from private and public sectors.

Management of accommodation services is guided by the MU Accommodation Policy 2024. Hostels are managed by Wardens and Janitors who take care of the day-to-day routine activities and custodial duties. Currently, the cleaning services in the hostels are outsourced to a cleaning company. Due to limited on-campus accommodation, there is a big and growing number of students, both undergraduate and postgraduate, who stay off-campus. The DSS identifies the housing facilities (hostels) in the neighborhood and posts the information on the University website for ease of access by students. However, the lease agreement is between the student and the property owner. This category of students is facing challenges such as poor housing, lack of privacy and security, high rental charges and legal difficulties with property owners. Nursing mothers are also affected by the lack of decent places for keeping their babies when mothers are attending classes.

Regarding access to health services, all registered MU students are required to have a National Health Insurance Fund (NHIF) Card Number, which is linked to the National Identification Number (NIN). Exceptions are for those under the age of 21 who will be Granted NHIF Cards, as specified in the Student Health Insurance Guidelines. It is mandatory for all students to pay the stated amount for each academic year to access health services. Students are encouraged to report to the respective Campus Health Centre or dispensary when they fall sick, unless they are not at the University premises for field studies or vacation.

On sports and games, the University has three football pitches and three volleyball courts. Among them, two football pitches are at the main campus and another one at the MCC, whereas each campus has one volleyball court. Also, the University has four basketball courts, three netball courts and one tennis court, of which two basketball courts are at the Main Campus and MCC and DCC each has one basketball court, while Main Campus, DCC and MCC each have one netball court each and one tennis court is located at the Main Court. The existing football pitches at the Main Campus and MCC needs rehabilitation. The University does not have indoor sports and games facilities.

The student's representative organ is the Mzumbe University Students' Organization (MUSO) whose operations are guided by its constitution that has been approved by the University Council. Dean of Students is the Chief Advisor to the students' organization and the link between MUSO and University Management. Through MUSO, students participate in decision-making processes in various organs at the University. Students are also engaged in a variety of activities, especially through their professional organizations and clubs. They also participate in various community social responsibilities.

The University also has the task of maintaining peace and harmony among students and the entire MU community. Experience shows that some students do misbehave and thus, needs arise for disciplinary action to be taken against them. The Students' By-Laws 2010 prescribe the disciplinary offenses, penalties and procedures to be followed when students commit offences.

Over years, the number of students with special needs enrolling at MU has been increasing. The University gives priority to students with special needs in room allocation and other related support services as stated in the MU Accommodation Policy of 2024 and MU Guideline for Students with Special Needs of 2023. The Special Needs Unit is the one responsible for handling students with special needs. However, some of the infrastructure at the University are not conducive to students with special needs.

In the similar vein, Mzumbe University has, for several years, enrolled a few international students' notably from Uganda, Kenya, Zambia and some European countries through exchange programmes. While the University strives to create a conducive learning environment for international students' much needs to be done to provide quality students' welfare services to this special group. Currently, handling of foreign students' is done through the Internationalization Office.

Finally, in the unfortunate event of death of a student, the University through the DSS ensures that all bereavement arrangements and transportation of the body to the place of burial are done effectively. The students' organization and other members of MU community often make some condolence contributions, which are given to the family of the deceased. All these experiences are guided by MU Funeral Administration Guidelines. However, there is no clear guideline on how to handle international students' funerals.

Generally, MU has strived to provide conducive environment for students' welfare. However, the University still has inadequate accommodation facilities, inadequate sports and games facilities, inadequate recreational facilities, inadequate staff for counselling services, inadequate staff for managing accommodation services, inadequate financial resources to cater for various students' welfare services, and unfriendly infrastructure for people with special needs in some buildings. These weaknesses undermine students' welfare and diminish the university's competitiveness in institutional rankings.

1.3 Rationale for the MU Students' Welfare Policy

The formulation and implementation of this Student Welfare Policy are predicated on a clear and compelling rationale, grounded in the understanding that student success is a multifaceted concept extending beyond academic performance alone. Mzumbe University recognizes that the holistic development of students intellectually, physically, socially, and psychologically is a prerequisite for achieving its core mandates of teaching, learning, research, and public service. The contemporary higher education landscape presents

students with an array of complex challenges, including academic pressure, financial constraints, social integration difficulties, and mental health concerns, any of which can significantly impede their ability to learn and thrive. This policy is therefore necessary to provide a structured, consistent, and proactive framework for safeguarding student well-being, thereby creating a conducive and enabling environment. It serves to institutionalize welfare as a shared responsibility, moving beyond ad-hoc interventions to a systematic approach that ensures all students have equitable access to the support and resources they need to navigate their university journey successfully. Ultimately, this policy is not only an investment in the individual student but also in the institutional reputation and legacy of Mzumbe University. The first Students' Welfare Policy was approved by the Council in 2018 and was kept in use until 2025. It has now become inevitable that the policy be reviewed to keep abreast of current needs and concerns.

1.4 Policy Objectives

The general objective of this Students' Welfare Policy is to establish a comprehensive, integrated, and sustainable framework that safeguards and promotes the holistic well-being of all students at Mzumbe University. It aims to create a supportive, inclusive, and enabling campus environment that proactively addresses students' physical, mental, emotional, social, and financial needs. By doing so, the policy seeks to ensure that every student can achieve their full academic potential, develop into well-rounded individuals, and transition successfully into responsible global citizens, in direct fulfillment of the University's vision and mission.

Specifically, the objectives of this Policy are to:

- i) Ensure the availability of guidance and counseling services to needy students' at all times.
- ii) Facilitate the availability of sports and recreation facilities.
- iii) Promote and enhance good health and well-being of students.
- iv) Ensure proper handling of the health matters of students.
- v) Ensure students' participation and representation in planning and decision-making on matters affecting their welfare.
- vi) Facilitate increased access to support services for students with special needs.
- vii) Enforce students' discipline by the use of Students' By-laws and other relevant legislation.
- viii) Ensure proper handling of students' complaints and disciplinary issues in a manner that will enhance harmony at the University.
- ix) Collaborate with all University organs to continue enhancing the educational, physical, social, emotional and spiritual well-being of students'.
- x) Promote gender equality among students in relation to students' welfare services and,
- xi) Ensure proper handling of students' bereavement services.

CHAPTER TWO:

POLICY ISSUES, STATEMENTS AND STRATEGIES

2.1 Strengthening the Directorate of Students' Services

2.1.1 Policy Issue

The Directorate of Students' Services is currently understaffed and has limited resources to handle students' welfare services in a manner that is comprehensive, coordinated and sustainable.

2.1.2 Policy Statement

Mzumbe University is committed to a robust and well-resourced Directorate of Students' Services that serves as the central coordinating body for all student non-academic support, ensuring a coherent, efficient, and responsive welfare system.

2.1.3 Strategies

The University will:

- i) Allocate annual budget for the Directorate's operations and programs.
- ii) Recruit more staff to work in the Directorate.

Guidance and Counseling Services

2.2.1 Policy Issue

Students face significant academic, personal, and psychological challenges, but counseling services are underutilized due to lack of awareness, insufficient institutional capacity, and stigma, thereby impacting academic performance and mental health.

2.2.2 Policy Statements

The University will provide accessible, confidential, and professional guidance and counseling services to all students to support their mental well-being, academic adjustment, and personal development.

2.2.3 Strategies

The University will:

- i) Employ more qualified counsellors
- ii) Conduct mandatory mental health awareness and anti-stigma campaigns.
- iii) Establish a peer counselling program to provide initial support and referral pathways.

2.3 Services for Students with Special Needs

2.3.1 Policy Issue

The physical infrastructure, learning resources, and administrative processes of the University are not fully accessible by students with special needs, creating barriers to their full participation and academic success.

2.3.2 Policy Statement

Mzumbe University will create an inclusive and equitable learning environment where students with special needs have equal access to all academic programs, facilities, and activities through reasonable accommodations and support services.

2.3.3 Strategies

The University will:

- i) Set funds in the budget for infrastructure improvements to cater for students with special needs.
- ii) Establish and operationalise a dedicated Special Needs Support Service Unit to assess individual student needs, coordinate accommodations, and provide advocacy.
- iii) Mandate and conduct regular special needs awareness and inclusion training for all academic and administrative staff.
- iv) Inform prospective students about the type of support available at the University for students with special needs before they join the University.

2.4 Accommodation Services

2.4.1 Policy Issue

There is a shortage university-hosted accommodation, and a few off-campus housing, exposing students to sub-standard living conditions.

2.4.2 Policy Statement

The University will facilitate the availability of safe, secure, clean, and conducive living environments for all students, both in university-owned hostels and in recommended off-campus accommodation.

2.4.3 Strategies

The University will:

- i) Pursue possible means such as internal sources, government subvention, and public-private partnerships to construct and manage new student hostels.
- ii) Compile a list of recommended private hostels and share with students.
- iii) Implement a regular maintenance and renovation schedule for all university-owned accommodation facilities.
- iv) Provide accommodation services based on the University Accommodation Policy.

2.5 Students' Health Services

2.5.1 Policy Issue

Need for comprehensive primary healthcare services in all university campuses to ensure students' physical well-being and effective academic participation.

2.5.2 Policy Statements

Mzumbe University will facilitate access to quality, affordable, and comprehensive primary healthcare services for all registered students.

2.5.3 Strategies

The University will:

- i) Ensure that all university health facilities have qualified medical staff.
- ii) Ensure that all registered students have active National Health Insurance Fund registration.
- iii) Ensure the availability of essential drugs consistently.
- iv) Establish a clear referral system with nearby regional hospitals for specialized care.

2.6 Games and Sports/Recreation

2.6.1 Policy Issue

Inadequate sports facilities, limited recreational programs, and a lack of structured intramural activities hinder the physical well-being, talent development, and social integration of students.

2.6.2 Policy Statements

The University will promote sports and recreation as vital components of student life for fostering physical health, talent, teamwork, and holistic development.

2.6.3 Strategies

The University will:

- i) Allocate funds for the systematic upgrade, construction and maintenance of sports fields and courts.
- ii) Introduce and support a diverse range of intramural sports leagues and recreational clubs to cater to varied interests.
- iii) Employ qualified coaches and sports officers to train university teams and manage sporting activities.

2.7 Students' Governance and Disciplinary Measures

2.7.1 Policy Issues

Lack of accountability and transparency in some of the MUSO operations, lack of long-term plans and programmes by MUSO government, and weak communication and feedback between students' leadership and students in general.

2.7.2 Policy Statements

The University will uphold a system of student governance and discipline that is transparent and accountable, aimed at fostering ethical and responsible student leadership and upholding the University's rules and By-Laws.

2.7.3 Strategies

The University will:

- i) Ensure that students' leaders and other students comply with Students' By-Laws and other rules and regulations governing their conduct at the University.
- ii) Ensure that the MUSO funds are audited in line with MUSO Financial Regulations that has been approved by SRC.
- iii) Conduct induction seminars for newly elected students' government leaders to enhance capacity on good governance.
- iv) Ensure that MUSO government prepares and implements short-term and long-term plans.
- v) Ensure that there is smooth and effective communication among and between MUSO leaders and other students as well as between MUSO and the University Management.

2.8 International Students' Services

2.8.1 Policy Issue

International students face unique challenges including cultural shock, immigration paperwork complexities, and difficulty accessing basic services, which can adversely affect their academic and personal experience.

2.8.1 Policy Statement

Mzumbe University is committed to providing dedicated support services that facilitate the smooth integration, cultural transition, and academic success of its international student community.

2.8.2 Strategies

The University will:

- i) Offer pre-arrival information, orientation programs and relevant support during their studies.
- ii) Provide ongoing support with visa renewal, residence permits, and registration with local authorities.
- iii) Organize regular cultural exchange events and foster peer mentorship programs between local and international students.
- iv) Prioritize international students when allocating students to university-owned accommodation facilities.

2.9. Catering Services

2.9.1 Policy Issue

The quality, variety, affordability, and hygiene standards of food services in university cafeterias are inconsistent, leading to student dissatisfaction, health concerns, and a reliance on unregulated external food vendors.

2.9.2 Policy Statement

The University will promote the provision of safe and affordable meals to all students through well-managed and hygienic catering services.

2.9.3 Strategies

The University will:

- i) Conduct regular hygiene and safety inspections of all catering, kitchen and dining facilities.
- ii) Ensure availability of catering services.

2.10 Students' Funeral Services

2.10.1 Policy Issue:

The passing of a student is a traumatic event, and the absence of a clear, compassionate, and standardized institutional response protocol can add undue stress to the bereaved family and student body.

2.10.2 Policy Statement

The University will provide dignified, compassionate, and structured support to manage the unfortunate event of a student's demise, offering logistical, financial, and counseling assistance to the bereaved family and the university community.

2.10.3. Strategies

The University will:

- i) Maintain a clear Standard Operating Procedure (SOP) for managing student deaths, including immediate response, communication with family, and logistical support as per Annex 1 of this Policy.
- ii) Mobilize counselling services for affected peers, friends, and staff.
- iii) Set aside funds in the annual budget for supporting students' funerals.

CHAPTER THREE:

GOVERNANCE OF THE POLICY

3.1 Organization and Mandate

In implementing the Students' Welfare Policy, there is a need for active participation of all stakeholders. Collaboration and effective linkages will be required at all levels during implementation of the Policy. Moreover, the implementation of the Policy will also require availability of adequate financial resources to achieve all the desired objectives. The Directorate of Students' Welfare will coordinate the implementation of this Policy.

3.2 The Role of Different Stakeholders

Successful implementation of this Policy depends on the commitment of every member of the MU community. Some of the key stakeholders and their responsibilities in spearheading the implementation of Students' Welfare Policy are shown in Table 1 below.

Table 1: The Role of Different Stakeholders in Implementation of the Students' Welfare Policy

Responsibilities	Responsible Organ(s)
Allocating financial resources for the implementation of the Policy	• Vice Chancellor • Deputy Vice Chancellor – Planning, Finance and Administration
Coordination of the implementation of the Policy	• Deputy Vice Chancellor- Planning, Finance and Administration • Dean of Students • Mzumbe University Students' Organisation
Monitoring and evaluation of all students' welfare services within the University	• Director of Students Services • Director of Quality Assurance • Mzumbe University Students' Organisation
Establishing guidelines for handling international students	• Deputy Vice Chancellor- Planning Finance and Administration International Office Coordinator
Review of the Students' Welfare Policy	• Deputy Vice Chancellor – Planning, Finance and Administration

	• Director of Students Services • Mzumbe University Students' Organisation
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3.3 Review of the Policy:

The Students' Welfare Policy will be reviewed after 5 years or at any time when need arise.

ANNEX 1: Standard Operating Procedure (SOP) for managing student deaths

The University shall undertake the following with respect to students' funerals:

- i) In case a student passes away, her/his body shall be transported to his/her domicile or elsewhere as may be proposed by the family members.
- ii) MU shall also cover other costs like body preservation and treatment amounting to TZS 100,000, coffin and its accessories TZS 500,000, grave preparation TZS 100,000 and condolences TZS 300,000)
- iii) MU shall also facilitate the transport of a representative from DSS office and a students' representative nominated by MUSO from MU to the place where burial services will be held.
- iv) Given the diversity of the students' backgrounds, the MU community shall respect the family's decision on how to handle one's funeral services.
- v) Apart from the university's financial support, contributions from students and staff shall also be used to support funeral arrangements.
- vi) The university shall liaise with the family of the deceased student in facilitating other necessary logistics pertaining to the burial service.
- vii) For International Students costs to be covered shall be the same as Tanzanian students. However, follow-up in the respective Embassy will be made for supporting the transport of the body to the place of domicile. Also scope of the Insurance cover for the respective student will be observed.
- viii) In case MU student sponsored by the university to study abroad, the university will pay all the required costs including Insurance cover that will be used to cover funeral costs in case the respective student dies.

Participation in Burial Ceremony

- i) MU through DSS shall attend all stages of the burial ceremony, provided that it does not prolong the permission granted to the representatives.
- ii) The representative shall pay condolences to the deceased's family on behalf of the University.

Eligibility for Funeral Services Support

- (i) All registered students, either on session or off session.
- (ii) Students who are off session shall receive condolence only.
- (iii) Off session includes vacation and field work session