



Saint Augustine University
Tanzania

GLOBAL FOUNDATION

Briefing Document 2010



LETTER OF SUPPORT FROM THE VICE-CHANCELLOR

This document is an extremely welcome development as it brings together important information on the remarkable growth of Saint Augustine University. It provides background information designed to give our partners around the world an insight into the mission of the University and the leadership role it must take in order to provide third-level education for the people of Tanzania.

I hope that many will support our efforts to provide the people in the poorest regions of Tanzania with the opportunity to escape from poverty and make a life for themselves and their families. I have every confidence that the teachers, engineers, doctors and business leaders, and indeed all our graduates, can help this beautiful country that is so rich in natural resources to realise its vision for sustainability and development.

I hope that you will take the opportunity to visit our campus in Mwanza and see our efforts first-hand, as this will encourage you to generate financial support, institutional partnerships and the sharing of knowledge with the people of Tanzania.

Tanzania is at the crossroads of our world, economically, environmentally and politically. I hope that you will see your involvement in the Saint Augustine University Global Foundation as an opportunity to engage with critical issues in the world today.

Thank you for all your efforts.

Sincerely

A handwritten signature in blue ink, which appears to read 'Rev Charles Kitima'. The signature is fluid and cursive, written in a professional style.

Rev Charles Kitima
Vice-Chancellor

EXECUTIVE SUMMARY

1. INTRODUCTION

Saint Augustine University of Tanzania is a rapidly expanding university targeting the poorest populations and unserved regions of Tanzania. Located on a main campus at Mwanza in the north-west of the country, bordering the Serengeti National Park and on the shores of Lake Victoria, the University is under the trusteeship of the Catholic Church and is the driving force behind the rapid expansion of its constituent colleges which are aiming to provide third-level education in a country with a population of over 41 million. Participation rates in university education are currently 2% – making them one of the lowest in the world.

2. THE EXTERNAL ENVIRONMENT: TANZANIA

Tanzania has been peaceful and stable since its independence in 1961. It is one of the poorest countries in the world, with an estimated 58% of the population living on less than US\$1 a day. While the country's mining and tourism sectors are developing rapidly, areas such as education, healthcare and the environment all need major international support. Agriculture still dominates the economy, employing 80% of the workforce, much of it at subsistence level.

3. THE UNIVERSITY

Saint Augustine University ["SAU"] was founded in 1998. It now has 8,500 students and plans to become the largest university in Tanzania by 2015, when it will have 15,000 students. It is the only university in the north-west region which has a population of 15 million. One of the hallmarks of SAU is that it not only provides students with a professional education, it also imparts a set of civic and social values including a sense of national identity, culture, politics, and responsible citizenship. SAU's six faculties provide seven graduate and seven undergraduate programmes including Medicine, Law, Engineering, Education, Social Sciences and Media Studies. SAU has no government funding and most of its €4 million annual revenue is generated from fees and a small number of international donors.

4. VISION FOR THE FUTURE

The University is very aware of its hinterland and the needs of the people living there. Arising from its sense of place in the country, and in line with the Government's vision and mission, SAU has adopted six major themes for its future service to Tanzania. These themes will drive the future development of the University and, to a great extent, its future activities and direction. The six priority themes for development are: the Economy, Social Development / Education, the Environment, Civil Society, Health and Tourism.

Mindful of the major economic and social challenges facing Tanzania, the University is also intent on addressing its own infrastructural needs which include IT resources, reliable electricity supply, water supply, female student accommodation, student healthcare services, library facilities as well as transport, administration and sports facilities.

5. THE GLOBAL FOUNDATION

The growth of the University since 1998 has been remarkable and much of the credit for this must go to Dr Charles Kitima. However, the University will only achieve its plans for future growth if it succeeds in securing significant external funding and a broad support base. In order to achieve this, it has established the Saint Augustine University Global Foundation which will give leadership and direction to the task of securing international grant aid, philanthropic support and investment. The Foundation will be overseen by a central board in Mwanza and will have regional offices and boards in Europe, the USA and Asia. The Foundation will act as a single point of contact for donors and supporters. It will provide the oversight to ensure that funds donated are used in accordance with donors' conditions. Regional offices and boards will be fully responsible for activities in their region and will provide reports and full accountability to funders and patrons.

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1 INTRODUCTION



Saint Augustine University of Tanzania is a rapidly expanding university targeting the poorest populations and unserved regions of Tanzania. The University is located on a main campus at Mwanza in the north-west of the country, bordering the Serengeti National Park and on the shores of Lake Victoria. The University is under the trusteeship of the Catholic Church, and is the driving force behind the rapid expansion of constituent colleges which are aiming to provide third-level education in a country with a population of over 41 million people. Participation rates in university education in Tanzania are currently about 2% – making them one of the lowest in the world.

The University does not receive government funding support. It relies on very modest fees from its 8,500 students for 70% of its income. The balance of its annual revenues is generated from philanthropic sources and small trading ventures.

This briefing document provides general information for the University's partners around the world. It contains background information on Tanzania, on the University itself and on the goals of the Global Foundation. It is intended as a reference document for donors, volunteers and investors as well as visitors, collaborating academics, teachers and researchers.

The Global Foundation will issue an update of this document annually, so as to ensure that the information reflects the fast pace of the University's growth as well as the ever-changing environment in Tanzania.

2 THE EXTERNAL ENVIRONMENT: TANZANIA



Tanganyika and the neighbouring island of Zanzibar gained independence in 1961 and 1963 respectively. In 1964, the two nations merged to become the United Republic of Tanganyika and Zanzibar. Later the same year, the country was named the United Republic of Tanzania and became a one-party socialist state led by President Julius Nyerere. In July 1992, Tanzania ceased to be a one-party state and adopted a new constitution aimed at building a democratic society founded on the principles of freedom, justice, fraternity and concord. Under the Constitution, the Executive is accountable to a legislature composed of elected members and representatives. The Constitution also provides for an independent judiciary.

The legal system is based on English common law, equity and statutes. Many legal reforms have taken place since 1992 to protect civil rights and to promote economic development.

Unlike many sub-Saharan African countries with a history of tribal strife, Tanzania has consistently enjoyed a peaceful and stable political environment. The majority of the country's 120 tribes are of Bantu origin, and members of these tribal groups make up 95% of the population. Non-Bantu Africans make up another 4%, and Asians, Arabs and Europeans the remaining 1%. The country's two official languages are Swahili and English, both of which are almost universally spoken. In addition, many Tanzanians speak a tribal language, in deference to their tribal origins.

2.1 General facts about Tanzania

Total area:	945,000 sq km
Borders:	Burundi, Congo, Malawi, Mozambique, Rwanda, Uganda, Zambia
Coastline:	1,424 km
Climate:	Ranges from tropical on coast to temperate in the Highlands
Terrain:	Coastal plains, central plateau, highlands north and south
Land use:	4.2% Arable; 1.1% Permanent crops; 94.7% Other
Geography:	Kilimanjaro in the north-east of the country is the highest mountain in Africa. Tanzania is bordered by three of the biggest lakes in Africa: Lake Victoria, Lake Nyasa and Lake Tanganyika.
Population:	41,048,000
Age:	0-14 years: 43% 15-64 years: 48% 65 years and over: 9%
Life expectancy:	52 years
HIV/AIDS:	3.2 million (8% of the population) infected
Education expenditure:	2.2% of GDP
Capital:	Capital: Dar es Salaam. Legislative capital: Dodoma
Suffrage:	Universal at age 18
President:	Jakaya Mrisho Kikwete, who is also Head of Government Five-year term (ends 2010)
Prime Minister:	Appointed by the President
Political Parties:	Six main parties. The largest, the CCM, holds 206 of the 274 seats in Parliament.
Currency:	Shilling (Tsh)
Exchange:	US\$1: Tsh1,330 (November 2009) €1: Tsh2,000 Stg£1: Tsh2,220

(Source: World Factbook 2009)

2.2 National Strategy for Growth and Poverty Reduction (MKUKUTA)

MKUKUTA is the Swahili acronym for Tanzania's National Development Plan. The Plan outlines broad aspirations and goals and has been revised and extended with a view to supporting all areas of Tanzanian life.

The Tanzania Development Vision ("Vision 2025"), which was developed as part of the National Development Plan, sets out clear goals for:

- Sharing the country's strong economic growth
- Providing a high quality of life
- Peace
- Stability and unity
- Good governance
- High-quality education
- International competitiveness

In 1998, the Tanzanian Government adopted the Millennium Development Goals, with agreed targets for:

- Reducing the number of people living below the poverty line by 50%
- Providing universal primary education and enhanced secondary and third-level education
- Promoting gender equality
- Lowering the incidence of child mortality
- Improving maternal health
- Combating HIV/AIDS
- Ensuring environmental sustainability
- Establishing global development partnerships by 2015

The National Development Plan goals may be grouped into three main categories:

1. Growth in per capita income and reduced poverty levels
2. Improved quality of life (education, survival, health)
3. Governance and accountability (more democratic freedom, better public service, lower levels of corruption)

2.3 The economy

While significant steps have been taken to address Tanzania's economic problems, the country remains poor and highly indebted. For example, the United Nations Development Programme ranks Tanzania 159th out of 177 countries on the UN Human Development Index. An estimated 58% of the population still live on less than US\$1 a day

(Source: Irish Government report – Tanzania Strategy 2007-2010)

Tanzania is ambitious and in 2004, the Government launched the Mini-Tiger Plan 2020 which aims to transform the country into a semi-industrial economy where the minimum annual

per capita income will be US\$2,000 by 2025. A specific objective of the Mini-Tiger Plan is to create a favourable investment climate by putting in place an improved regulatory and taxation framework, establishing Export Processing Zones and Special Economic Zones, and ensuring access to a better educated and trained workforce.

Performance indicators:

	2001	2002	2003	2004	2005	2006
GDP growth %	5.7	6.2	5.7	6.7	6.7	6.3
Inflation %	5.2	4.5	3.5	4.1	4.4	5.3

(Source: Bank of Tanzania)

While the economy is currently performing well, future economic growth will have to increase at a much faster pace (i.e. in excess of 8%) if Tanzania is to achieve its objective of delivering significant gains in per capita income by the Government's 2025 target date. Exports have increased significantly in recent years. This is partly due to the diversification of export earnings into areas such as minerals, tourism, and non-traditional cultivation (e.g. horticulture).

Despite increases in exports, imports have more than kept pace. As a result, Tanzania's balance of trade remains negative:

US\$m		2001	2002	2003	2004	2005	2006
Exports	Minerals	254	341	504	629	666	773
	Industrial	366	432	492	546	656	683
	Agriculture	231	206	220	298	354	267
	Total	851	979	1,216	1,473	1,676	1,723
Imports		(1,560)	(1,511)	(1,934)	(2,483)	(2,998)	(3,864)
Net		(709)	(532)	(718)	(1,010)	(1,322)	(2,141)
Services	Sold	915	920	948	1,134	1,269	1,464
	Bought	(650)	(633)	(726)	(975)	(1,207)	(1,247)
		265	287	222	159	62	217
Balance		(444)	(245)	(496)	(851)	(1,260)	(1,924)

(Source: Bank of Tanzania)

Tanzania's GDP is generated by the following sectors:

Agriculture	40%
Manufacturing	8%
Mining	4%
Services	18%
Tourism	16%
Other	14%

(Source: Ministry for Planning)

The more detailed analysis of sectoral performance set out below is an overall indicator of how the economy is performing.

Growth rates for key economic sectors:

Sector	2001	2002	2003	2004	2005	2006
Agriculture	5.5%	5.0%	4.0%	5.8%	5.1%	4.1%
Manufacturing	5.0%	8.0%	8.6%	8.6%	9.0%	8.6%
Mining	16.6%	15.0%	18.0%	15.4%	15.7%	16.4%
Tourism/Trade	6.7%	7.0%	6.5%	7.8%	8.2%	8.4%
Construction	8.7%	11.0%	11.0%	10.8%	10.3%	10.0%
Finance	3.3%	4.8%	4.4%	4.4%	5.3%	5.5%
Transport/ Communications	6.3%	6.4%	5.0%	6.0%	6.4%	7.5%
Utilities	3.0%	3.1%	4.9%	4.5%	5.1%	(1.8%)

(Source: Budget speech Minister for Planning)

It should be noted that while the mining sector has enjoyed the fastest growth rate of all of the sectors listed above, this increase has been from a very low base, and mining still accounts for less than 4% of GDP.

Agriculture

Agriculture continues to dominate the economy, employing 80% of the workforce, much of it at a subsistence level.

Significant potential exists to increase production output of traditional Tanzanian export crops (coffee, tea, sisal, tobacco, cashew nuts and cotton) if these areas of agriculture were to receive the requisite investment, and if modern farming methods were to be introduced. Animal husbandry, food crop production, timber production and horticulture also have the potential to become major export revenue generators but, again, would require investment and the use of modern farming methods. The Government recognises the need to change the structure of agricultural production from a subsistence system to a more commercial farming system. Reforms either planned or already underway include education programmes, market liberalisation and pricing deregulation. In addition, the Government has asked universities to develop agricultural sciences and food sciences education programmes and research programmes as a national priority. Cooperatives have been restructured, and formal agricultural producer associations have been established in conjunction with the Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA). The TCCIA has successfully negotiated an agreement whereby 40 Tanzanian products can now be exported to the USA; this move followed the introduction of the Africa Growth Opportunity Act by the US Government in 2002.

Tourism

After many years of neglect, Tanzania is now considered one of the most attractive tourist destinations in Africa. It has 15 National Parks and 34 Game Reserves. World-renowned attractions include Mount Kilimanjaro, the highest mountain in Africa, the island of Zanzibar, the Ngorongoro Crater, the Serengeti and 800 miles of coastline on the Indian Ocean.

Tourism currently generates about 25% of Tanzania's total export earnings. Tourist numbers continue to rise each year, and the Government is aiming to attract one million tourists annually to Tanzania by 2010.

Tourist numbers and revenues 2002-2007:

	Tourists ['000]	US\$ [M]
2002	525	725
2003	575	730
2004	576	731
2005	584	746
2006	613	823
2007	644	862

(Source: Ministry for Natural Resources and Tourism)

Growing awareness worldwide that Tanzania is a safe African travel destination with a positive business climate is generating increasing numbers of tourists each year (as the figures above show), and this is putting a strain on hospitality industry resources. Hotels and other tourist facilities are predominantly clustered around Dar es Salaam and Zanzibar in the south of the country rather than in the north, where major tourist attractions such as the Serengeti, Ngorongoro Crater, Mount Kilimanjaro, Mwanza and Lake Victoria are all located. International hotel and tourist groups are unable to expand to these regional areas because of a lack of local professional hospitality staff and managers.

International airports are located in Dar es Salaam, Mwanza and Kilimanjaro.

Mining

While Tanzania is best known for its deposits of gold, diamonds and minerals, it also has significant deposits of copper, cobalt, uranium, titanium, tin etc.

The sector was dormant for many years until fiscal incentives introduced in 1997 and the 1998 Mining Act triggered a surge of activity, and led to the development of several large-scale gold mines in the north of the country. As a result, Tanzania is the third largest producer of gold in Africa after South Africa and Ghana. In 2006 gold accounted for approximately 45% of the total value of all exports from Tanzania. The country's over-reliance on revenues from the export of gold is likely to change in the future, following the development of significant nickel and uranium deposits.

Unfortunately, due to the lack of suitably educated and trained Tanzanian mining industry professionals, much of the economic benefit that could be generated by the mining industry does not trickle down to the local population. While unskilled mining jobs are readily available to local people, the wages on offer are low. The potential to create high-paid jobs for Tanzanians in the mining industry (and other sectors) is one of the reasons why the Government has identified the education and training of 24,000 engineers and scientists as one of the country's key priorities.

Manufacturing

Tanzania's main manufacturing industries are concentrated in the following areas:

- Agricultural processing (sugar, beer, cigarettes, sisal twine)
- Mining
- Cement production
- Oil refining
- Shoes and clothes manufacturing
- Wood products
- Fertiliser production

While Tanzania's manufacturing sector is limited in terms of its diversity, it has experienced impressive growth in recent years. Since 2002, the sector's share of GDP has never been below 8%. Foreign investment has been the main driver of this growth, mainly as a result of deregulation and privatisation. The majority of privatisation has taken place in areas such as building materials manufacturing, brewing, tobacco production and sugar refining.

2.4 Education

In the 1960s President Nyerere introduced compulsory primary education and today, while 85% of children enrol at primary school (thanks in part to the elimination of primary school fees), about 20% of these children drop out before completing primary school level; barely 5% complete second level. The reasons for low participation at second level include a shortage of trained teachers, insufficient numbers of schools and parents' lack of money to cover the cost of school fees.

In 1998, a UNDP report showed that school enrolment for all age groups (i.e. six years to 23 years) had slumped from a high of 44% in 1980 to 34% in 1985. Now, however, with the Government once again placing increased emphasis on primary school education, and with the private school system slowly expanding to fill gaps in the State system, education standards are beginning to rise. Today, 70% of all Tanzanians aged 15 and over can read and write.

Throughout the country, demand for places in both public and private universities is very high, and enrolment has increased dramatically since 2001. (See table below). This rise in demand is being driven by a general awareness that if employment opportunities in Tanzania are to improve, the education system must change direction and focus on producing a generation of job creators rather than job seekers.

Against a background where the nature of the country's economy is changing and where many State-supported industries are either disappearing or being privatised, there is a growing awareness of the need for universities and higher education authorities to work closely with the private sector to deliver new ideas and approaches that will stimulate job creation. Specifically, there is broad acknowledgement of the role that industry can play in creating incentive structures for educational institutions, improving recruitment opportunities for graduates, establishing scholarship schemes, subsidising loans for further education, facilitating work-study schemes, offering internships, and providing research funding.

Tanzania has made great efforts to increase enrolment in both public and private universities. Since 2001, enrolment numbers have increased dramatically, as the table below shows.

Number of students enrolling in Tanzanian universities since 2001:

University course	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
Law and Social Sciences	5,599	6,092	11,666	14,450	13,436
Education	3,600	5,666	6,359	7,954	8,846
Business	2,972	3,523	4,539	7,084	7,065
Science and IT	1,949	2,174	3,369	3,347	4,807
Medicine	1,440	1,709	2,490	2,851	3,723
Engineering	1,385	2,502	1,619	1,565	1,567
Natural Sciences	553	613	759	894	1,009
Agriculture	828	960	971	972	931
Totals	18,326	23,239	31,772	39,117	41,389

(Source: UN Development Programme 1998 Report)

For the period 2003-2004, the number of students enrolled in universities was 31,772: [see chart above] and together with other third level colleges totalled 40,184. By 2006-2007, this total of 40,184 had increased to 75,100. However, this still represents less than 3% of Tanzania's population in the 20-24 years age group.

While the numbers of students attending Tanzanian universities more than doubled between 2001 and 2006, the percentage of Tanzanians between the age of 16 and 22 participating in university education is the lowest of 30 countries surveyed in 2006 by UNESCO, as the table below shows.

2006 UNESCO study on percentage of population availing of university education:

Country and percentage of population	
Tanzania	2%
Ghana	3%
Botswana	4%
India	11%
Brazil	18%
Malaysia	27%
Egypt	38%
France	54%
UK	59%
USA	81%

(Source: UNESCO)

The Tanzanian Government has developed a number of major education policies since 1980. The National Higher Education Policy Document 1999 requires universities, both public and private, to carry out their mandates by increasing student enrolments. The document states:

"...the long-term training and research objectives shall consist of expanding student enrolment in institutions of higher education five-fold by the year 2025, and expanding the intake of science and technology students to achieve a target of 600 scientists and engineers per million people by the year 2025..."

The 1999 policy also calls on universities to:

"...develop curricula that are geared towards responding to the changing world of science and technology and the corresponding ever-changing needs of the people, their government, commerce and the broader environment..."

In 2009, the Government advised Tanzanian universities of the requirement to increase the number of engineering and science students by a multiple of ten.

2.5. Healthcare

Tanzania is one of the poorest countries in the world. Life expectancy is just 52 years, and Government healthcare expenditure is just US\$8 per person per year. These key indicators and a number of others make the country's health ranking one of the lowest in Africa. Most public health problems are caused by poverty-related diseases such as malaria, tuberculosis and typhoid. The incidence of communicable diseases has surged, and the prevalence of HIV/AIDS (which stood at 8% in 2008) looks set to lower Tanzania's GDP by 15-20% by 2011.

Healthcare is provided by a combination of government, not-for-profit, and private services. While Government still provides more than 50% of all services, the healthcare infrastructure is poorly developed and the lack of availability of a regular supply of drugs is a problem at all government health facilities. The health system is pitifully under-resourced, and government funding meets only a third of the population's healthcare requirements.

"The World Bank and the IMF are the country's main donors. Most reforms in healthcare have been driven by external organisations which have succeeded in creating an essentially market-driven system. For example, the 'user fees' system, introduced at the behest of the IMF/World Bank, provides few safeguards for the poor, and results in inadequate provision of high-quality medical services for the majority of the population. Undoubtedly, Tanzania must increase overall funding for its health service."

(Source: The Lancet September 2003)

The backbone of the country's medical service is a national network of approximately 4,000 rural and urban dispensaries – one dispensary for every 10,000 people. These dispensaries are supported by 85 regional and district hospitals and four consultant/specialist hospitals. One of these consultant/specialist hospitals, the Bugando Hospital, is located in Mwanza. Bugando is the Saint Augustine University training hospital.

(Source: Tanzania Government Publications)

Apart from shortfalls in healthcare funding and an inadequate healthcare infrastructure, Tanzania has a major shortage of medical doctors.

International index of doctors (ranking)	Country	Number of doctors per 100,000 of population
1	Cuba	590
5	Denmark	366
10	France	330
15	Ireland	240
20	Mexico	150
25	Philippines	116
30	Uganda	4.7
33	Tanzania	2.2
34	Rwanda	1.9

(Source: Norwegian/UN Reports)

The Government's policy document *Proposals for Health Reforms, Ministry of Health 1994*, which was subsequently adopted as the platform for government health reform, states that one of the key objectives of the government is to:

"...implement a human resource development programme to ensure adequate supply of qualified health staff (doctors, nurses and aides) for primary, secondary and tertiary services..."

(Source: Tanzania Government Publications)

2.6 Governance

As is the case in most poor countries, corruption is a serious issue in Tanzania.

By way of addressing this issue, President Mkapa launched the National Anti-Corruption Strategy and Action Plan in 1999. More recently, President Mkapa's successor, President Kikwete, introduced the 2006-2011 anti-corruption strategy. The strategy would appear to be working, and governance indicators from several sources point to a positive trend. One of these sources, the World Bank Institute, has reported a steady improvement in the control of corruption in Tanzania since 1996, and has assessed Tanzania's corruption rate as being about average among countries in Africa.

The Irish Aid Strategy Paper on Tanzania reports that corruption and anti-corruption measures remain key issues for donors. They are routinely discussed at the highest levels and are commented on in reviews of the core reforms of governments in the region.

The United Nations Report on Democratic Government 2007 states as follows:

"Governance in Tanzania has seen major improvements since the liberalisation of policies and

the introduction of reforms in the legal, public, local government and public finance sectors in the mid-1990s. The national anti-corruption strategy seems to have moved Tanzania from one of the poorest performers in control of corruption to being close to the international average. However, other studies such as Afrobarometer point to there being continuing challenges.

President Kikwete has continued and indeed intensified the reform initiatives started by his predecessor. Good governance is seen as a precondition for sustained economic growth, and the government has embarked on an ambitious and far-reaching reform programme including:-

- Creating an efficient and motivated public service
- Decentralising decision-making from central government to local councils and communities
- Developing an effective and efficient service for agriculture, education and healthcare
- Developing a culture of accountability and transparency throughout government with the anti-corruption strategy."

The United Nations Development Programme (UNDP) is sponsoring a number of multi-point programmes in Tanzania. These are designed to:

1. Promote public participation in decision-making
2. Enhance the rule of law and the protection of human rights
3. Develop strategic communication capacity in order to create greater transparency
4. Strengthen accountability, transparency and integrity in public affairs..."

(Source: United Nations Publications 2007)

The Afrobarometer Report does not give an excessively bad assessment of Tanzania's status in relation to corruption:

"...the findings suggest that while Tanzania has a long way to go in combating corruption, particularly among the police, tax officials, the judiciary and health workers, the country is making some gains under its new strategy. It is worth noting that that while corruption is an issue for the international community, this battle is given fairly low priority by Tanzanians themselves. When asked to identify the most important problems the Government must address, just 3% named corruption as a priority problem. It thus falls ninth on the list of Tanzanians' priorities, well behind water supply (15%), health (14%) and infrastructure and roads (12%)."

The country's score on Transparency International's Corruption Perceptions Index has improved from 2.5 in 2003 to 2.9 in 2005. Thus the government may indeed be on the right track if President Kikwete can maintain his commitment to this issue..."

Although the 2005 Transparency Index statement indicated that Tanzania has improved, it was still ranked the 92nd on the index of 133 most corrupt countries. (By way of comparison, Uganda's ranking was 113th and Kenya was 122nd.) In addition, a recent report by PricewaterhouseCoopers has suggested that the war on corruption in East Africa is being lost due to a combination of factors: lack of political will at the high echelons of government; inadequate funding resources

for anti-corruption bodies; an ineffective legal framework; poor enforcement from bureaucrats who are charged with the responsibility of fighting corruption, but who are themselves corrupt. The UN-Economic Commission for Africa Study released in 2004 showed that in many African countries police and the military violate the rights of citizens. The report identifies ten areas which are in need of urgent action. These include strengthening parliaments, protecting the independence of the judiciary, improving the performance of the public sector, supporting the development of professional media, encouraging private investment and decentralising the delivery of services.

The United Nations Conference on Trade and Development (UNCTAD) study on Good Governance published in 2002 identified the following major obstacles to good governance:

- Inadequate infrastructure and institutional capacity
- Shortage of leadership skills and education
- Inadequate capital and financial resources
- Poor transportation
- A weak legal system
- Bureaucracy and corruption

While effective leadership has done much to advance the economies of many African countries over the past decade, much remains to be done. Many of these countries are perceived as being corrupt because the political will to counter corruption is lacking.

In 2005, the Director of the Tanzanian Investment Centre stated at an OECD/UN conference in Addis Ababa that African Leaders must institute and promote good governance as a foundation for creating a favourable investment climate. Among a number of pleas to government and corporate leaders he asked them to:

1. Actively demonstrate integrity in all their dealings and become a role model for others to emulate.
2. Make morally and ethically correct decisions, irrespective of cost
3. Adhere to a vision of clean' government and 'clean' business
4. Be courageous in sharing sentiments and recommendations
5. Have clear values and take bold decisions
6. Have the courage to own up to mistakes and to learn from them

2.7 The environment

Tanzania's spectacular natural assets include some of Africa's biggest national parks, game reserves, mountain ranges, rivers and lakes – all renowned for their wildlife. These natural assets, combined with Tanzania's moderate climate and vast arable plains, mean that it has the potential to become one of the leading tourist destinations in sub-Saharan Africa, as well becoming a major producer and exporter of food.

These positive features notwithstanding, Tanzania has a number of significant environmental problems to contend with. For example, deforestation, soil erosion, overgrazing, degradation of water resources and loss of biodiversity have all resulted in land degradation. Poor agricultural

practices such as shifting cultivation, failure to rotate crops, lack of technology and bad land management techniques all serve to exacerbate the land degradation problem. Inappropriate or inadequate treatment and disposal of waste in urban areas is a major source of pollution. Air and water contamination is an ongoing problem. In Dar es Salaam, less than 5% of the population is connected to a sewerage system. Statistics for the rest of the country are no better and all urban areas lack access to workable water supply and sewerage systems.

The migration of rural populations to urban areas is a persistent problem. Its root cause is the inability of agriculture, as it is currently practised, to sustain the livelihoods of a population which grew from 7 million in 1948 to 34 million in 2002, and now stands at over 41 million. All the indications are that migration to urban areas is set to rise even further in the future. In 1980, for example, urban dwellers accounted for 15% of the population. By 2001, this figure had risen to 33%, and by 2025, urban dwellers are expected to make up over 50% of the population. (Source: The World Bank).

Agricultural land and range management are the backbone of the Tanzanian economy. It is estimated that while 55% of Tanzania could be used for agricultural purposes, in reality less than 6% of this land is cultivated. Lack of resources and manpower to carry out existing government policies on agricultural reform and development are to be blamed for this lack of progress.

It is estimated that 92% of total energy consumption in the country is derived from wood fuel and agricultural residues. This mismanagement of fuel resources significantly contributes to deforestation and environmental degradation. Local and central government departments have been unable to solve the problem.

Tanzania has vast wildlife resources and its protected areas cover about 25% of the total land area. Unfortunately, communities living near these protected areas do not benefit from the wildlife tourism industry. Local people are subject to persistent attacks by wild animals and their crops are frequently destroyed by wildlife – all of which leads to tensions between local communities and wildlife authorities. Many people in these communities resort to poaching in order to derive some economic benefit from the wildlife tourism industry.

As outlined earlier, the Tanzanian economy depends on the exploitation of mineral resources as a major source of export revenues. However, mineral exploitation is often carried out with little if any regard for the environmental or social impacts that result from such activity. The 1998 Mining Act sought to address the issue of environmental problems and while it requires mining companies to carry out environmental impact studies, the reality is that local authorities play a minimal role in mineral resource management. This is despite the fact that the effect of mineral depletion and deforestation is occurring at local level.

(Source: Lawyers Environmental Action Team Report 2009)

In general, the National Development Plan (MKUKUTA) – as well as the various policies, pieces of legislation and plans associated with environmental protection – provide a sufficiently coherent framework for sustainable natural resource management. However, several sources highlight the worrying gap that exists between policies and what is actually taking place at local level. Serious breaches in environmental protection laws have been reported in key sectors such as mining, forestry, wildlife/tourism, fisheries and land/agriculture, and there are many reported cases of

environmental mismanagement such as illegal logging, illegal hunting and the destruction of fisheries.

Despite these breaches, however, Tanzania is regarded internationally as being progressive in relation to environmental issues generally. Its legislative and policy framework is well developed and laws which make provision for decentralised and local management of the country's natural resources are in place. These laws include the Environmental Management Act, which came into force in 2005.

However, while the various legal instruments are in place, implementation of the legal framework lags far behind. In practice, much of the environmental protection legislation is being undermined by mismanagement coupled with corruption and lack of financial and manpower resources. On the plus side, huge potential exists to increase much-needed national revenues from natural resources as a result of introducing proper tendering processes and marketing structures.

While sharing the benefits of exploiting natural resources with local communities is key to the reduction of poverty and the eradication of abuses and is acknowledged in the National Development Plan, the reality is that there is very limited capacity and skill at district, provincial and local level to assume responsibility for resource management and protection.

(Source: Environmental Policy Brief on Tanzania to the Swedish Government 2005)

2.8. Tanzanian culture

The Tanzanian demeanour is harmonious and understated. Compared with the situation that applies in Kenya and other neighbouring countries such as Ruanda, tribal rivalries in Tanzania are almost non-existent. Tanzanians rarely identify themselves according to tribal origins: their first point of reference is almost always that of being a Tanzanian, and the ujamaa (familyhood) ideals of Julius Nyerere permeate society. Religious friction is minimal, and Christians and Muslims live side by side in a relatively easy coexistence. Although political differences flare up (as happened on the Zanzibar Archipelago during the first full elections in 1995), these differences rarely come to the forefront in interpersonal dealings.

The workings of society are guided by a subtle but strong social code. Tanzanians place a premium on politeness and courtesy, and greetings in particular are essential.

While much of daily life is shaped by the struggle to make ends meet in one of the world's poorest economies, behind these realities is the belief that Tanzania is home and not a bad place to live.

The arts

Historically, Swahili prose has played a less prominent role in Tanzanian culture than Swahili oral poetry, which has enjoyed a long and illustrious tradition. However, recent years have seen the emergence of a notable and ever-expanding group of authors who have become well-known for both prose and poetry. These figures include Shaaban Robert, who is considered the country's national poet; Joseph Mbele (who writes short stories); Ebrahim Hussein (who writes

dramas and plays); and Muhammad Said Abdulla (who is noted for his detective stories and is considered the father of Swahili popular literature). Among the most famous Tanzanian English language writers are Abdulrazak Gurnah who was short-listed for both the 1994 Booker Prize and Whitbread Prize; William Kamera; Peter Palangyo, and Tolowa Mollel.

Tanzanian traditional music and dance is dominated by the Ngoma, a dance form characterised by subtle rhythms and a smooth dynamism. It creates a living pageant encompassing the entire community, and serves as a channel for expressing sentiments such as thanks, praise, or communicating with the ancestors.

Tanzania's modern music scene has been greatly influenced by the Congolese bands who began playing in Dar es Salaam in the 1960s and introduced rumba and soukous styles to the local culture. Many of Tanzania's modern groups and artists play music and sing about contemporary themes such as AIDS, poverty and hunger. Rap artists are very popular, as is hip-hop. Bands with brass instruments and African drums are hugely popular particularly at weddings and major social and community events.

The visual arts are mainly represented by sculpture and woodcarving. Tanzania also has a tiny but long-established film industry, which is centred around the annual Zanzibar International Film Festival.

Lifestyle

In rural areas the staple diet is *Ugali* with sauce. Women and children work small *Shamba* (farm plots). Finding the money to pay school fees (about €42 a year for second level) is a constant worry for most families.

Typically, houses are constructed of cinderblock or mud brick, and have a roof made of corrugated tin or thatch. The latrine is located outside. Water for cooking and cleaning is drawn from a well or a pump, or from a river.

Family life is central in Tanzania. Family members who have jobs are expected to share what they have. The extended family forms an essential support network in the absence of a government social security system. Given that the average GDP per capita is less than €200, the system works surprisingly well, and relatively few people find themselves destitute or living on the street.

Invisible social hierarchies give a sense of order to society. In the family, the man is seen as the authority and this view is also reflected in the wider community. Men are expected to be the breadwinners and women are expected to take care of childrearing. Village administrators make important decisions in consultation with other senior members of the community. Tribal structures range from weak to non-existent – a legacy of Julius Nyerere's abolition of local chieftaincies in the 1960s.

AIDS is not as widespread in Tanzania as it is in many other southern African countries (i.e. an 8% HIV/AIDS infection rate in Tanzania compared with a 20% rate in South Africa.) However, the threat of a rise in the HIV/AIDS infection rate remains, and this has prompted increased Government efforts to raise awareness of the issue. Despite these efforts, however, public discussion about HIV/AIDS is limited, and AIDS-related deaths are often explained away as having been caused by TB.

Population

Tanzania has close to 120 tribal groups. While none of these are politically or culturally dominant, groups such as the Chagga and the Haya who have a long tradition of education are often disproportionately well represented in government and business circles.

Tanzania is one of the least urbanised countries in sub-Saharan Africa, with urban dwellers accounting for only one-third of the total population. However, this is likely to change significantly in the future, with the population of Dar es Salaam now growing at a rate of about 5% a year and the urban population of the country expected to reach 50% by 2025. Dar es Salaam and its surrounding area already has a population of over 6 million.

Women in Tanzania

Although women arguably form the backbone of the economy – with most juggling childrearing with working on the family *shamba* or in an office – they are near the bottom of the social hierarchy and are frequently marginalised. This is especially so in the area of education and politics. Only about 5% of girls finish secondary school and, of those only, a handful go on to complete a university course. The literacy rate for women is 67%, compared with 85% for men.

There are some positives however. Since 1966, the government has guaranteed that 20% of all parliamentary seats must be held by women, and Tanzania currently has four women cabinet ministers.

Religion

The vibrant spirituality that exists in most African countries is also characteristic of Tanzania. All but the smallest villages have a church or mosque or both, and almost every Tanzanian identifies with some religion. Christians account for 45%-50% of the population, with Catholics, Lutherans and Anglicans making up the majority of the Christian faiths. Muslims, who account for 35%-40% of the population, have traditionally been concentrated along the coast as well as in the inland towns that line the old caravan routes. The population of Zanzibar is almost exclusively Sunni Muslim. The rest of the population follow traditional religions based on ancestor worship, the land and various ritual objects. Historically, such religious friction as did exist in Tanzanian society was between Muslims and Christians. Today, tensions, while still present, are at a relatively low level, and religious issues are not a major factor in contemporary Tanzanian politics.

3 THE UNIVERSITY



Saint Augustine University (SAU) received its Certificate of Accreditation from the Tanzania Commission for Universities in 2002, in accordance with the 1995 Educational (Amendment) Act.

The main campus is located on a 571-acre site on the shores of Lake Victoria outside the city of Mwanza in the Lake Zone, which is in the north-west of Tanzania.

The University has three other constituent colleges throughout Tanzania and a small campus is also located in Dar es Salaam.

SAU has expanded rapidly since it was founded in 1998 and it now has over 8,500 students. It is the only university in the north-west, a region with a population of 15.2 million people. SAU is currently the third largest university in Tanzania. It plans to become the largest in the country by 2015, by which time it will have 15,000 students.

The trustees have insisted that SAU should not only provide students with academic and professional skills, but that it should also impart values of civics and social ethics, including a sense of national identity, culture, politics, and responsible citizenship. The trustees' vision focuses on the holistic development of the individual and respect for human dignity.

The University's mission is to:

- Become a centre of excellence in key areas
- Promote the pursuit and defense of truth
- Promote service to the country and its people
- Develop a sense of caring for personal and community resources
- Facilitate the holistic development of the individual

3.1 University structure and governance

The Cardinal Archbishop of Dar es Salaam is the University Patron. Eight trustees have overall responsibility for the University, including its vision and future direction. The Board of trustees meets annually. The University Council provides them with a report on all major aspects of the University's operation including the annual financial report, strategic plans, proposed changes to the University's legal status and the sale or purchase of University lands. The Board also appoints the Vice-Chancellor of the University who reports to the trustees. (The role of Vice-Chancellor is equivalent to that of university president.) The President of the Bishops' Conference is de facto the Chairperson of the Board of trustees and is also the Chancellor of the University. The Bishop of Mwanza is Pro-Chancellor.

Overall responsibility for the development of the University, as well as issues such as structural changes, new colleges, budgets, senior appointments and salaries, rests with the University Council, which meets twice a year. The Council consists of three trustees, two government representatives, one member of the University Senate, the Dean of Students and three lay representatives.

The Academic Senate reports to the Council and is responsible for the delivery of academic programmes and the overall administration of the University. It meets every four months.

SAU is organised into four separate constituent colleges. As follows:

1. The main campus at Mwanza, which includes a centre for parallel programmes in Dar es Salaam
2. The Medical College at Bugando in Mwanza
3. The Mwenge College of Education in Mochi
4. The Ruaha College of Law and Computer Sciences in Iringa

3.2 Academic programmes

The main campus is located at Nyegezi/Malimbe, 10km from Mwanza city on the shores of Lake Victoria. The main campus conducts its academic programmes through:

- Faculty of Business Administration (three departments)
- Faculty of Social Sciences and Communication (six departments)
- Faculty of Education
- Faculty of Law
- Faculty of Engineering

These faculties offer the following:

Postgraduate programmes

- PhD in Mass Communication
- Master of Business Administration (MBA)
- Master of Arts in Mass Communication (also available at Dar es Salaam)
- Postgraduate Diploma in Finance
- Postgraduate Diploma in Accountancy
- Postgraduate Diploma in Journalism
- BA in Civil Engineering

Undergraduate programmes

- Bachelor of Laws (LLB)
- Bachelor of Business Administration
- BA in Economics
- BA in Sociology
- BA in Mass Communication
- BA in Education
- BA in Philosophy and Social Ethics

Three-year advanced diploma programmes

- Accountancy
- Logistics and Supply Management

One-year certificate programmes

- Accountancy
- Journalism and Media Studies
- Health Administration
- Grain and Food Management
- Logistics and Supply Management

In 2009, the University established a Faculty of Engineering. Based at the main campus in Mwanza, it had its first undergraduate intake in September 2009.

A Faculty of Agricultural Sciences will be established on the main campus in Mwanza in 2010, with further expansion planned for 2012.

The Medical College, which is known as the Weill Bugando University College of Health Sciences (BUCHS) offers a full MD qualification. Established in 2003, it is located at Bugando Hospital in Mwanza. One of only four tertiary care centres in Tanzania, it is extensively funded through the US-based Touch Foundation, which was established by the Weill family to raise funds for the College. BUCHS has a total of 700 students. BUCHS celebrated the conferring of its first graduates in 2008. BUCHS is currently operating at maximum capacity due to

space constraints on the Bugando Hospital site. BUCHS has links to Cornell University, mainly through visiting lectureship agreements. Although accountable to the trustees and the governing body of SAU, BUCHS is responsible for its own budget and fundraising. Its operating budget has been funded largely by supporters working through the Touch Foundation.

The Mwenge University College of Education, which is located in Moshi, Northern Tanzania, offers a single BA programme: Bachelor of Education and Bachelor of Science.

The Ruaha College of Law and Computer Sciences is located in Iringa, in the Southern Highlands of Tanzania. It offers the following programmes:

- Bachelor of Laws (LLB)
- Bachelor of Computer Science
- Certificate of Computer Science

3.3 Future development

The University has plans to open additional constituent colleges on a number of new campuses and, with these plans in mind, it has acquired the following lands:

- 300 acres for Forestry Studies in Sengerema, 100km from the main campus
- 20 acres for a secondary school in Nyamagana, beside the main campus
- 200 acres for the expansion of the Faculty of Education in Magu, 40 km from main campus
- 20 acres for a TV station in Isamilo, a mountain site beside Mwanza.

It is expected that the programmes developed in these new colleges will be integrated into the faculties of existing colleges. Initially, the budgets and funding for these colleges and programmes will be grouped with those of the main campus and the Dar es Salaam campus.

3.4 Academic staff

The academic staff employed by the University during the period 2007/2008 totalled over 200 and included 17 personnel with a PhD degree, 56 with a master's degree and 39 with a bachelor's degree.

The long-term policy of the University is to have a cohort of academics both, resident and visiting, which will ensure that its graduates and its academic outcomes are comparable with international norms, and are either "Best in Class" or aspiring to that status not just in Tanzania but in the entire region. It is recognised by the trustees that the University also has a major imperative in the short term to meet the great social need of providing a university education to those who would otherwise be deprived of that opportunity. Consequently, it has deliberately adopted the strategy of expanding its capacity and student intake until its target of 15,000 enrolled students is met. In the short term, this inevitably means that its staff/student ratio will increase before it starts to decrease to the levels desirable to achieve its long-term goal of academic excellence. The present ratio of 42:1 is well outside recognised international norms but, within six years, it is planned to have this ratio radically reduced to under 30:1 and, within

ten years to achieve a ratio of 25:1. To reach these targets, and at the same time to continue to improve academic outcomes, the University is adopting a strategy of inviting a large number of visiting academics who will raise standards within the University, provide invaluable guidance to the development and governance of the academic programmes, and, most importantly, will give the University time to grow and develop its own academic teams.

Annual remuneration rates are extremely modest by either European or US standards.

Position	Tsh	€
Head of University	30m	15.0k
Head of Finance	28m	14.0k
Faculty Professor	27m	13.5k
Department Head	19m	9.5k
Senior Lecturer	13m	6.5k

Faculty members are offered one- to three-year contracts. The following additional benefits are normally included:

1. Accommodation and transport allowance
2. Medical allowance
3. Contributions to State pension
4. Annual bonus of up to 15%
5. Supplement for utilities, if housed on campus
6. Initial travel and transport of personal effects, furniture etc

Non-academic staff and outside staff are paid substantially less than the above salaries.

3.5 Student enrolment

Between 2003 and 2009, the University main campus increased its student numbers dramatically, as the table below shows:

Year	Male	Female	Total
2003/4	244	229	473
2004/5	371	286	657
2005/6	848	509	1,357
2006/7	1,713	951	2,664
2007/8	2,598	1,465	4,063

Because students generally regard their education as being vital to their lives, and to the lives of their families, the number of students dropping out of university in Tanzania is very low compared with university drop-out rates in other countries.

Student healthcare is provided at the SAU clinic which is located on the main campus. The clinic has six beds staffed by four nursing aides, a visiting doctor and one laboratory technician. In addition, SAU has arrangements with three hospitals, including Bugando, to provide healthcare services for SAU students. The capacity of this facility is now totally inadequate for the rapidly increasing student population.

3.6 University finances

The finances of the University are maintained separately for each of the constituent colleges and are not consolidated or interdependent in any way – other than that the finances of the new campus in Dar es Salaam are still incorporated with those of the main campus in Mwanza.

Summary of income and expenditure

The following is a summary of the Audited Financial Statements, together with an analysis of the University's income.

Summary of audited accounts

Year ending August	2005	2006	2007	2008
Income (€000)				
Fees	367	856	803	2,887
Fees: short courses	6	91	18	11
Accommodation/cafes	141	215	58	33
Donations	130	123	164	550
Miscellaneous	19	8	32	78
Total	663	1,293	2,075	3,559
Expenditure (€000)				
Administration	121	218	340	615
Academic staff salaries	376	729	996	1,569
Healthcare	3	9	17	27
Repairs	30	39	27	66
Travel/Transport	26	33	43	69
Bad debts	8			
Amortisation: farm	1		1	1
Depreciation	58	66	103	155
Total expenditure	623	1,094	1,527	2,502
Surplus for capital projects	40	199	548	1,057
Exchange rate gain	6	22	13	5
Net surplus	46	221	561	1,062

4 VISION FOR THE FUTURE



SAU is acutely aware of its hinterland and the needs of the people living there. Arising from the University's sense of place in the community, influenced by calls made by the country's political leaders, and inspired by its own vision and mission, the University has adopted six major themes for SAU's future service to Tanzania. These adopted themes, in the context of its vision and mission, will drive the future development of the University and, to a great extent, will determine its future activities and direction.

Fulfilling the vision, mission and goals of the University demands not only academic excellence and professional outcomes in key areas of need, but also, and just as importantly, the imparting of values in social ethics. These values include a sense of national identity, culture, politics, and responsible citizenship.

The six priority areas for development are:

1. THE ECONOMY
2. SOCIAL DEVELOPMENT AND EDUCATION
3. THE ENVIRONMENT AND SUSTAINABILITY
4. CIVIL SOCIETY
5. HEALTH
6. TOURISM

Priority Area 1: THE ECONOMY

Tanzania is one of the few sub-Saharan countries to have consistently enjoyed a stable economic environment. However, as outlined earlier in this document, it is also one of the poorest countries in the world, ranked by the United Nations Development Programme as 156th out of 174 countries on the Human Development Index. Over 50% of the Tanzanian population live on less than US\$1 per day, and 20% live in absolute poverty.

To address the challenges facing the country, the Government has introduced a number of economic expansion programmes. These include major mining developments in the region of Kilimanjaro/Mwanza, which has become one of the two biggest mining areas in Tanzania. The area where the development projects are located falls within the University catchment area.

The development of the Kilimanjaro/Mwanza mining projects coincides with the Government's recent announcement that it had given Tanzanian universities the target of producing 24,000 graduate engineers and scientists by 2015.

Because of its unique position in the centre of the major mining region, and in response to the Government's call for graduate engineers, the University recently established a Faculty of Engineering on the main campus in Mwanza. The Faculty will incorporate a Department of Civil Engineering and, at a later date, a Department of Electrical Engineering.

The University has negotiated international agreements with universities in Ireland to establish programmes of visiting lectureships in addition to providing mentoring to SAU staff and providing early quality assurance for the engineering faculty at SAU. The University of Dar es Salaam is also providing early supervision and assistance with academic recruitment for Engineering.

The capital development associated with the establishment of Engineering includes the construction of a new multi-storey lecture building as well as associated laboratories and training workshops. The cost of building the multi-storey lecture building has been provided by a major European foundation, but funding for the laboratories and other facilities will have to be found by the University through its Development Office and through the Saint Augustine Global Foundation.

Priority Area 2: SOCIAL DEVELOPMENT AND EDUCATION

Tanzania is a peaceful and harmonious society. As noted earlier, while tribal affiliation and loyalty to one's tribal group are seen as important, people place greater emphasis on being Tanzanian first and foremost, and they take quiet pride in their town, village, farm or allotment. The family is the most important unit in society. The notion of 'familyhood' has consistently been promoted ever since the country's founding President Julius Nyerere first espoused it as a national ideal. Those who do well in life are expected to help and support those in their family who are less fortunate.

Strong social codes dictate that authority lies with the men in the family and the village. The role of women is to work on the family plot and to raise children and run the home. Much of life is still dominated by the struggle to make ends meet. This lifestyle may often determine whether a child – and particularly a girl – gets a second or third-level education.

In the 1980s and 1990s, Tanzania's political evolution from a single-party socialist state to a multi-party Western-style democracy facilitated the emergence of major wealth-generating initiatives. It also enabled major changes to take place in education, employment, the economy, and, as a consequence, in people's lifestyles. Today, government reform is focused on a number of programmes aimed at giving society the freedom to develop and prosper.

In 2002, the UN identified one of the major impediments to government reform as being the lack of adequate education and leadership skills. To this end, the need to increase the number of teachers in the country has long been recognised by the University's trustees. When SAU was first established in 1998, the trustees ensured that major resources were invested in developing the University's Faculty of Education. As a result, SAU has earned a reputation for the high quality and integrity of its Education graduates.

When first drawing up plans for the University, the trustees also correctly predicted that in a society where major political and social changes were taking place, central and local government would need to recruit ethically and socially aware graduates to help determine social and economic policy. For this reason, major resources were also invested in the Faculty of Social Sciences and Communication.

The University will continue to develop its capacity in social sciences and education, and it plans to significantly increase the intake of students in these disciplines.

Priority Area 3: ENVIRONMENT AND SUSTAINABILITY

As described earlier, agriculture dominates the Tanzanian economy, employing 80% of the workforce, many of whom live at subsistence level. An estimated 55% of the country's land is suitable for agriculture but less than 6% of available land is actually used for this purpose. Agriculture accounts for 40% of GDP but less than 15% of total exports. Relative to other sectors of the economy, agriculture has a low annual growth rate, currently averaging less than 5% a year. Underperformance by this sector of the economy is largely due to the fact that much of the agricultural activity is subsistence farming. Poor education and traditional farming methods, failure to rotate crops, bad animal husbandry techniques and inadequate technology have all contributed to degradation of the land and low food production, thereby resulting in poverty, environmental damage and wastage of the country's greatest source of sustainable wealth.

The population is growing rapidly and, as outlined earlier, the inability of agriculture to sustain the livelihoods of this rapidly increasing population has resulted in major migration to urban areas. Due to lack of funds and competent local government, the big urban centres such as Dar es Salaam and Mwanza have not kept pace with the infrastructural needs necessary to provide clean water, electricity and sewerage. Water contamination and air pollution are becoming major problems. Unless the available agricultural land is better utilised, urban migration will increase at an even faster pace. Indeed, the World Bank estimates that if the root problem of the inability of agriculture to sustain rural populations is not addressed, urban dwellers will make up 50% of the Tanzanian population by 2025.

By way of a response to the challenge of Tanzania's significant environmental and food supply issues, the University's trustees have decided to establish a Faculty of Agriculture and Food Science on the main campus in Mwanza. The Faculty will open a Department of Dairy Science in 2011/2012, and a Department of Farm Management around the same time; both departments

will offer a BSc degree. From 2013/2014, degrees in Forestry Management and Food Science will be offered. Finally, the University is currently looking at the possibility of offering degrees and diplomas in Fisheries and Aquaculture – a move designed to improve the management and skills base of the large but hugely outdated fishing industry in the lake areas around Mwanza.

The capital projects associated with the new Faculty of Agriculture and Food Science include the acquisition of a 250-acre farm near the main campus and a 300-acre forest plantation near Sengerema. Laboratories, lecture halls and farm stocking have yet to be funded and acquired (although the farm has already been stocked with a quality cattle herd, and dairy products are currently being supplied to students).

The farm, together with the cattle herd and the forestry plantation, have all been acquired at a total cost of US\$700,000, which has been funded by the University.

Priority Area 4: CIVIL SOCIETY

From the outset, the University founders' core vision has been focused on giving SAU students an education that would not only provide them with a degree in their chosen discipline but would also impart a set of values in civics and social ethics, as well as a sense of national identity, culture, politics, and responsible citizenship. This has been the hallmark of the University, and students in all faculties have to address these issues in a practical way during their time at the University. Government and civil service recruiters have long recognised that such values are a characteristic of the typical SAU graduate. As a result, SAU graduates account for a substantially higher than average intake into the Tanzanian civil service.

The cost of providing this additional input into the University curricula is hard to quantify in monetary terms but the faculty of Social Science and Communication is at the core of University activities and has been the initiator of a number of projects which directly reach out to some of socially disadvantaged communities in the country.

The Faculty of Social Science and Communication is currently developing plans to establish a regional TV station which will be attached to the University's Communications Studies Department. The station's studio and broadcasting facilities will be based in Mwanza on a large hillside site which has been purchased by the University. This move marks a first in the provision of local television services in Tanzania, and is widely regarded as an important initiative for the development of broadcasting communications in the country as a whole.

The University is also looking at the feasibility of creating a venture seed capital fund for those graduating from the SAU MBA School. The fund would be run by a monitoring team comprising staff from the MBA School as well as leading local and international business figures.

Before either the TV station project or the venture capital fund project progress to development stage, all funding requirements will first have to be approved by the University Council who may then sanction the necessary requests to the University Development Office and the Global Foundation. This is expected to happen in 2010/2011.

Priority Area 5: HEALTH

As outlined earlier, the University established a Medical College in 2005 in a move aimed at addressing Tanzania's nationwide shortage of doctors. The Medical College, which is known as

the Weill Bugando University College of Health Sciences (BUCHS) is extensively funded by two large US foundations – The Touch Foundation and The Weill foundation. It operates a number of exchange programmes for lecturers and students with Cornell University in the US.

BUCHS currently has a total of 700 students. However, this in no way meets the demand for places. The College is currently operating at maximum capacity due to space constraints on the Bugando Hospital site. The hospital campus is already overcrowded and there is no possibility of extending the site or increasing student capacity. As a result, future students have no option but to join a long waiting list for places in the Medical College.

In 2008, the Governors of the University agreed a plan to develop a new college of medicine on the main campus in Mwanza. This will enable the University to increase the number of places for medical students from 700 to 2,000. The plan will involve incorporating the existing Medical College facilities in Bugando Hospital with those at the main campus.

The plan also provides for additional teaching capacity at a regional (non-tertiary care) hospital in Bukumbi, which is located 20km south of the main campus and about 30km from Bugando.

The proposed project has yet to be fully costed, but the total cost is expected to be in excess of US\$25 million.

Priority Area 6: TOURISM

As outlined earlier, Tanzania's tourism industry has expanded significantly over the last ten years. The tourism sector is currently achieving average annual growth of between 7% and 8%, making it the second highest growth sector in the economy after mining and construction. Tourism accounts for 16% of GDP, a figure which has doubled in the past ten years.

Tanzania is seen as a welcoming, stable and peaceful holiday destination. World-renowned attractions include the Serengeti National Park, Mount Kilimanjaro, the Ngorongoro Crater and the islands of Zanzibar. Three of these four attractions are located in the University's hinterland.

A range of constraints preclude the effective promotion of the Mwanza/north-west region. International hotels have not come to the region due to a shortage of professional hospitality staff and managers. Tanzania's only hotel school, which is very small, is located in Dar es Salaam, 1,000 km from Mwanza.

In addition to the major tourist attractions listed above, the University frequently receives requests to host international conferences in Mwanza. However, it has always had to refuse such requests as there is no hotel or conference centre in the area with the capacity to cater for such events.

If the hospitality industry were to be developed in the region, it would result in the creation of sustainable employment and wealth generation for the people living there. With this in mind, the trustees agreed to establish a Department of Tourism Management in the Faculty of Business Administration. It opened in 2009 and had a modest intake of 25 students initially.

A long-term project is currently at feasibility stage, this would see the construction of a conference centre in the lakeshore area of the main campus. The conference centre would be

built beside a 150-bedroom hotel planned for the site. The project would be developed, funded and managed by an international hotel group; initial approaches have already been made to a number of such groups.

Implementation of the conference centre/hotel project plan would offer numerous benefits to the region and to the University. For example:

- It would generate significant employment in the Greater Mwanza area.
- It would mark the first step in the establishment of an international-standard hotel management and catering school.
- The conference activities would generate major academic exchange potential for the University.
- The complex would be a major income generator for the University.

ESSENTIAL CAMPUS DEVELOPMENT

While the University is mindful of the major economic and social challenges facing Tanzania, it is also intent on addressing the real needs of the University itself. This is essential if the University is to be in a position to respond to the needs of its ever-increasing student population.

The University's current infrastructural needs include core enabling facilities in learning, and student care.

The orderly development of the campus is guided by a masterplan for the site.

Information technology

The University has a very limited number of laptops, PCs and power points available to students, and access to broadband is very poor. In 2008, the former Director of IT at Trinity College Dublin visited SAU and presented a report containing simple but profound recommendations which will enable the University to link in to mainstream academic and research databases throughout the USA and Europe. The establishment of such links has become one of a number of priority developments identified by the University.

Electricity supply

For some years, the University has been experiencing daily cuts in power supply from the national electricity company, Tanesco. This has resulted in serious damage to University computers and other equipment, and continues to disrupt all aspects of University operations and activities. In common with many institutions and organisations in the region, SAU plans to install a generator with automatic switchgear, in order to protect electronic data and computer activity, and enable academic and administrative activity to proceed without interruption.

Water supply

The University, in common with other organisations in the region, is supplied with water by a local authority. Filling the campus tanks using water pumped from a central reservoir takes up to ten hours a day. Usually, the availability of water on the campus is restricted to just three hours twice a day (i.e. from 6am to 9am and from 4pm to 7pm). Frequently, however, water is not available at all due to local electricity power cuts which prevent the campus water pumps from

working. Addressing this problem is an urgent priority for the University – one which could be solved by the installation of non-electrical pumps or by securing improvements in the electricity supply.

Accommodation for female students

Approximately 40% of the SAU student population is female and the majority live off campus. Many of these students find themselves living away from their village and without the protection of their families for the first time in their lives. When they arrive in SAU, significant numbers of female students end up in unsuitable and unsafe accommodation, where they are preyed upon. As a matter of urgency the University needs to address the issue of providing safe, on-campus accommodation to students who need it.

Health centre

Currently, student healthcare facilities are housed in a small chalet-style building which is staffed by medical aides. There is no resident medical officer on the campus, and there are no resident nurses. Serious medical problems affecting students include TB, malaria and HIV/AIDS. The University plans to build a new medical centre, comprising modern treatment rooms, in-patient beds and a laboratory on the main campus site. The centre will also be a focal point for the provision of health education information, which is critical for disease prevention.

Library fit-out

A multi-storey library building was completed in 2007. Simple furnishings have been installed, but the Library has neither lifts nor storage facilities. In addition, while a number of PCs are available for student use, there are no electronic storage facilities and access to broadband is very limited. The Library is not currently linked to any international databases or universities. Power supply breakdowns and poor Internet access make the library substantially ineffective.

Transport links

The University's main campus is located some 10km from Mwanza. A significant number of the students who commute to the campus every day live beyond Mwanza, in towns up to 20kms away. An added logistical complication for students is the fact that the main campus is split into two locations roughly 1km apart.

The University operates a fleet of eight-seater mini-buses which provide a shuttle service between the two campus sites. However, these mini-buses are dangerously overcrowded, are in poor condition and are in urgent need of replacement. Also required urgently is a mini-bus service which would provide transport for students at night, thus safeguarding them from accidents or attack while walking along the unlit roads.

Administration Centre

When the present Administration Centre was built in 1998, the University had just 400 students. The University now has 8,500 students. The Centre facilities are completely inadequate to cater for such large numbers. In addition, the location of the Centre is inaccessible to the main body of students. A modern three-story centre is being developed near the new library; this will form the beginning of a nucleus of new buildings on the main campus. Construction of the Centre is being funded by a major European foundation; the Centre will need to be fitted out and equipped in 2010.

Sports and recreation facilities

Apart from a soccer pitch with limited terracing, the University has no sports facilities. As a result, SAU has been unable to compete in sporting events with other universities in Tanzania and neighbouring countries.

A new student restaurant is currently being commissioned but the proposed facilities do not include meeting areas or places where students can relax, read or socialise.

5 THE GLOBAL FOUNDATION



The growth of the University since 2003 has been remarkable. Much of the credit for this development must go to Rev Charles Kitima, the Vice-Chancellor.

Given the many challenges facing the University, future growth will only be achieved if the University succeeds in securing significant external funding and establishing a broader support base – especially for capital developments and programme start-ups. Tanzania's low GDP, coupled with the inability of students to pay substantial fees, is most evident in the poorest regions of the country, and these are the regions which the University's trustees have consistently targeted for priority attention.

In order to generate the level of support that will be required to drive its future growth, the University has established the Saint Augustine University Global Foundation. The Foundation will give leadership and direction to the task of securing international grant aid, philanthropic support and investment.

Foundation structure

The Global Foundation will be overseen by a central board (including the Vice-Chancellor, the Deputy Vice-Chancellor and a member of the University Council) and a secretariat based in Mwanza. Regional offices will be established in Europe, the USA and Asia – each with a board and staff, as required.

The Global Foundation will carry out the following functions:

1. Act as a single point of contact for all external donors and supporters.
2. Bring together up-to-date information on University developments and priorities, and make these available to regional offices and others as required.
3. Provide transparency and reporting for all funds donated to the University, and act as steward, ensuring the targeting of expenditure necessary to meet the conditions stipulated by donors.
4. Report to the University Council on fundraising progress.
5. Appoint the Board Members of Regional Offices.
6. Appoint Regional Directors, as necessary.

In turn, the University Council will agree to devolve responsibility and leadership for fundraising to the Global Foundation once the University has established priority areas requiring fundraising support. The University Council is responsible for appointing the members of the Global Foundation. The Global Foundation will have separate tax status and legal status. It will be based in the University's Development Office on the main campus in Mwanza.

Regional offices

The Foundation will establish its first Regional Office in Europe. It will be supported by volunteers who will undertake to lead and oversee fundraising activities and relationship building on behalf of the University. These regional activities will be extremely important as they will provide a local point of contact for the University's supporters in that region. In addition, the existence of such groups will serve to provide impetus, knowledge and networking opportunities to the University's supporters who would otherwise have been inaccessible to each other from an African-based office. Where necessary, the Regional Offices will have their own legal and tax status.

The Regional Boards

- will comprise 10-20 volunteers
- will be appointed for an initial three-year term
- will meet quarterly

The Regional Boards will have the following responsibilities:

- Undertake full responsibility for governance, management and funding of the Regional Offices
- Act as a point of contact for the University in the region
- Oversee and lead all fundraising and development activity
- Solicit gifts, grants, sponsorships and investments from individuals, corporations, foundations and government sources for priority projects at the University
- Manage the operations of the Regional Office
- Provide full accountability and transparency together with the Global Foundation for funds used on University projects
- Provide reports, as necessary, to funders and patrons
- Establish a budget, operational base and oversee all aspects of the Regional Office structure

It is anticipated that the Regional Offices will be funded through a levy on funds raised based on 10% of unrestricted income.

Regional staff

A regional staff team will be appointed, where necessary, and be subject to the requirements and overview of the Regional Boards.

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