



UNIVERSITY OF DAR ES SALAAM

# JOURNAL POLICY AND GUIDELINES



**January 2024**

**UNIVERSITY OF DAR ES SALAAM**



**Journal Policy and Guidelines**

**January 2024**

## TABLE OF CONTENTS

<b>UNIVERSITY OF DAR ES SALAAM .....</b>	<b>ii</b>
<b>ABBREVIATIONS AND ACRONYMS .....</b>	<b>viii</b>
<b>FOREWORD .....</b>	<b>1</b>
<b>CHAPTER ONE .....</b>	<b>3</b>
<b>OVERVIEW, POLICY ENVIRONMENT AND RATIONALE.....</b>	<b>3</b>
1.1 An Overview .....	3
1.2 Policy Environment .....	3
1.3 Rationale for the Policy and Guidelines .....	4
1.4 Guiding Principles .....	4
1.5 Policy Goal .....	4
1.6 Policy Objectives .....	5
1.6.1 General Objective .....	5
1.6.2 Specific Objectives .....	5
1.7 Scope of the Policy .....	6
1.8 Definition of Key Terms .....	6
<b>CHAPTER TWO .....</b>	<b>9</b>
<b>SITUATION ANALYSIS.....</b>	<b>9</b>
2.1 Introduction.....	9
2.2 Current Institutional Setup.....	9
2.3 University Vision Policies and Guidelines .....	10
2.4 National Policy and Regulatory Framework .....	11

2.5 Regional and International Trends .....	11
2.6 Benchmarking.....	12
2.6.1 University of Cambridge Open Access Publications Policy.....	13
2.6.2 The Quality of South Africa’s Research Publications.....	13
2.6.3 University of Cape Coast Journal Management Policy .....	14
2.6.4 Higher Education Commission Journals and Publications Policy.....	14
2.6.5 World Health Organisation Manual for Editors .....	15
2.6.6 Publishing in Reputable Journals with Global Reach.....	15
2.7. International Benchmarking Lessons for UDSM .....	15
<b>CHAPTER THREE.....</b>	<b>16</b>
<b>SWOC ANALYSIS.....</b>	<b>16</b>
4.1 Publication of UDSM Journals .....	19
4.1.1 Policy Issue .....	19
4.1.2 Policy Statement.....	19
4.1.3 Policy Strategies.....	20
4.1.4 Operational Guidelines.....	20
4.2 Institutional Journal Management .....	21
4.2.1 Policy Issue .....	21
4.2.2 Policy Statements .....	21
4.2.3 Policy Strategy .....	22
4.2.4 Operational Guidelines.....	22

4.3	Quality of UDSM Journals .....	22
4.3.1	Policy Issue .....	22
4.3.2	Policy Statement.....	22
4.3.3	Policy Strategies.....	27
4.3.4	Operational Guidelines.....	27
4.4	International Visibility of UDSM Journals.....	28
4.4.1	Policy Issue .....	28
4.4.2	Policy Statements .....	28
4.4.3	Policy Strategies.....	28
4.4.4	Operational Guidelines.....	29
4.5	Global Marketing and Distribution of UDSM Journals.....	29
4.5.1	Policy Issue .....	29
4.5.2	Policy Statement.....	30
4.5.3	Policy Strategies.....	30
4.5.4	Operational Guidelines.....	30
4.6	Financing and Sustaining UDSM Journals.....	30
4.6.1	Policy Issue .....	30
4.6.2	Policy Statement.....	31
4.6.3	Policy Strategies.....	31
4.6.4	Operational Guidelines.....	31
4.7	Technology and Infrastructure for UDSM Journals.....	32
4.7.1	Policy Issue .....	32
4.7.2	Policy Statement.....	32
4.7.3	Policy Strategies.....	32
4.7.4	Operational Guidelines.....	33

<b>CHAPTER FIVE .....</b>	<b>35</b>
<b>GOVERNANCE OF THE POLICY .....</b>	<b>35</b>
5.1 Organisation and Mandate .....	35
5.1.1 Vice Chancellor .....	35
5.1.2 Deputy Vice Chancellor - Research .....	35
5.1.3 Director of Research and Publication .....	35
5.1.4 Colleges/Schools/Institutes/Directorates.....	35
5.1.5 Other University of Dar es Salaam Administrative Organs .....	35
5.2 Role of Other Stakeholders.....	36
5.2.1 Ministries and State Agencies .....	36
5.2.2 Private Sector and Non-state Agencies .....	36
<b>CHAPTER SIX .....</b>	<b>37</b>
<b>POLICY IMPLEMENTATION .....</b>	<b>37</b>
<b>CHAPTER SEVEN.....</b>	<b>39</b>
<b>MONITORING AND EVALUATION .....</b>	<b>39</b>
7.1 Purpose of Monitoring and Evaluation of UDSM Journal Policy and Guidelines.....	39
7.2 Monitoring and Evaluation Indicators .....	39
7.3 Performance Rewards and Sanctions.....	40
7.4 Policy Review.....	41
<b>REFERENCES.....</b>	<b>42</b>

## **LIST OF APPENDICES**

Appendix 1 Journal Production and Manuscript Flow .....	45
Appendix 2 Guidelines for Establishing New and Managing Existing UDSM Journals .....	47

## **LIST OF FIGURES**

<b>Figure 1</b> Organisational structure of the office of DVC - Research .....	10
<b>Figure 2</b> Journal production steps .....	45
<b>Figure 3</b> Sample manuscript flow chart .....	46

## ABBREVIATIONS AND ACRONYMS

APC	- Article Processing Charges / Article Publishing Charges
AUP	- Association of University Publishers
CC	- Creative Commons
CCC	- Chief Corporate Counsel
COPE	- Committee of Publication Ethics
DHET	- Department of Higher Education and Training
DOI	- Digital Object Identifier
DOAJ	- Directory of Open Access Journals
DRP	- Directorate of Research and Publication
DUP	- Dar es Salaam University Press
DVC	- Deputy Vice Chancellor
HEC	- Higher Education Commission
HEET	- Higher Education for Economic Transformation
IASTM	- International Association of Scientific, Technical and Medical Publishers
ICT	- Information and Communication Technologies
OA	- Open Access
OASPA	- Open Access Scholarly Publishers Association
OCR	- Optical Character Recognition
OJS	- Open Journal System
PRS	- Performance Rewards and Sanctions
SCIE	- Science Citation Index Expanded
SRKEC	- Senate for Research and Knowledge Exchange Committee
SWOC	- Strength, Weakness Opportunities and Challenges
TCU	- Tanzania Commission for Universities
TUKI	- Taasisi ya Uchunguzi wa Kiswahili



- UDSM - University of Dar es Salaam
- UNESCO - United Nations Educational Scientific and Cultural Organisation
- UPAC - University Publication Assessment Committee
- WHO - World Health Organisation

## FOREWORD

The University of Dar es Salaam (UDSM) has always been in the forefront of providing quality services aimed to support and promote scholarly communication to raise the visibility of its academic research for the betterment of our society. This *Journal Policy and Guidelines* is another manifestation of the University's unwavering commitment to engendering quality scholarship and journal publication. Over the years, the University has been establishing and promoting journals as an integral part of its mission of disseminating value-adding knowledge on ground-breaking issues of national and international interest. Undoubtedly, the UDSM strives to ensure that our journals are both reputable and responsive to the needs of scholars in Tanzania, East Africa, Africa, particularly, and the international arena generally.

Nevertheless, what had been missing all along has been a comprehensive policy and associated guidelines to guide both the establishment and operations of our journals to ensure they are robust, exemplary and of premier quality capable of attracting and publishing top-notch content from within and outside the country. This *Journal Policy and Guidelines*, therefore, will serve as a means for ensuring our journals—without exception—abide by the highest standards of publishing research papers and articles based on integrity and academic honesty while upholding international journal publication ethos and values.

Principally, this *Policy and Guidelines* streamlines the processes of establishing, sustaining, accrediting and indexing journals at the UDSM and its constituent colleges in addition to rendering requisite support services and infrastructure for their smooth operations. Moreover, it provides a framework for co-ordinating all the journals published by different UDSM Units including its constituent colleges to

preserve and sustain the credibility of each journal and the University, as a whole. Furthermore, this *Journal Policy and Guidelines* seeks to ensure that our journals have both a viable operational structure capable of effectively and efficiently superintending over entire publication quality management processes. Its long-term goal is to bridge the gap between the best and least performing UDSM journals. As a complementary instrument to the UDSM's concerted efforts aimed to ensure our journals are operational, reputable, and of the highest standard, this *Journal Policy and Guidelines* will serve as a beacon so that our journals will no longer grope in the dark during both their establishment and, subsequent, operations.

Prof. William A. L. Anangisye,

Vice Chancellor, University of Dar es Salaam

# CHAPTER ONE

## OVERVIEW, POLICY ENVIRONMENT AND RATIONALE

### 1.1 An Overview

The University of Dar es Salaam (UDSM) has been publishing numerous journals in different disciplines since its establishment. These journals are classified as either local or international. Thus far, the University has been using journal evaluation reports to assess and categorise the quality of its journals. Recently, the University formulated and adopted the UDSM Scholarly Publication and Dissemination Policy and Guidelines (UDSM, 2021 [revised in 2023]). In the past, UDSM journals had been left to their own devices. As such, the formulation of this institutional policy to guide the establishment of journals at the UDSM and their subsequent operations is, therefore centripetal to the University's journals and publishing culture. This timely intervention comes during a period when UDSM journals have a unique opportunity to make national research more widely known by adopting the best publishing model using appropriate language and media.

### 1.2 Policy Environment

This *Journal Policy and Guidelines* aims to assist the University of Dar es Salaam to achieve its goals of raising its visibility globally and enhancing the quality of UDSM journals as well as quality of staff publications. The *Journal Policy and Guidelines* establishes a financing mechanism framework for the journals to achieve their set publication goals. In addition, the *Journal Policy and Guidelines* encourages UDSM journals to exploit opportunities that could accord them the much-needed academic, administrative, or business-related journal publication and management experience. Moreover, this *Journal Policy and Guidelines* stipulates the requirements and obligations for efficient and effective journal management and publication at the UDSM

that its Units, editors, and publishers, must comply with to raise quality standards and international reputation of UDSM journals.

### **1.3 Rationale for the Policy and Guidelines**

Enhancing the visibility of UDSM journals requires, among other things, addressing systemic problems associated with inadequate online journal management system, scarce number of international contributors and irregular publications, which had previously undermined the performance of many UDSM journals. In fact, the University had hitherto lacked a viable policy and associated guidelines for managing and establishing journals. This lack of policy and guidelines had made journal management at the UDSM rather tentative, haphazard, difficult and even incoherent, thereby constraining the visibility of many UDSM journals, their quality, and even their reputation. Thus, this *UDSM Journal Policy and Guidelines* aims to address this seemingly intractable problem. Moreover, the *Journal Policy and Guidelines* strives to further raise the visibility and quality of UDSM journals and the profile of the University through its quality journals and publications.

### **1.4 Guiding Principles**

This *Journal Policy and Guidelines* is guided by the principles of compliance, transparency, predictability, good governance, professionalism and competitiveness. These principles are important in knowledge production, dissemination and utilisation for the betterment of the University, the nation, and humanity everywhere.

### **1.5 Policy Goal**

The policy outlines the core strategic issues and provides guidelines for publication of journals, their management, quality control, marketing, distribution, and financing aimed to enhance the visibility and sustainability of UDSM journals in line with international standards.

## **1.6 Policy Objectives**

### ***1.6.1 General Objective***

The main objective of the *UDSM Journal Policy and Guidelines* is to foster competitive and high-quality journal publication practices and management in a bid to raise their visibility and discoverability while enhancing knowledge dissemination and utilisation in accordance with the relevant University, national, and international standards.

### ***1.6.2 Specific Objectives***

Specifically, the policy intends to:

- i. serve as a comprehensive guide for UDSM journals,
- ii. guide the capacity-building of UDSM journal management to operate professionally,
- iii. institutionalise the journal management structure and operations,
- iv. establish standards for improving the quality of UDSM journals,
- v. advocate for the establishment of a mechanism to enhance the marketing and distribution of UDSM journals,
- vi. promote the indexing of UDSM journals in reputable databases,
- vii. ensure UDSM journals are published by reputable and recognised publishers, and
- viii. streamline resource mobilisation and budgeting practices of UDSM journals to make them financially sustainable.

## 1.7 Scope of the Policy

This *Journal Policy and Guidelines* stipulates the responsibilities and requirements for effective management, governance, and promotion of quality UDSM journals to enhance their international visibility and that of the University, as the host institution.

## 1.8 Definition of Key Terms

**Author** is a person with a substantial and direct intellectual contribution to the work published in a journal such as the conception, design, analysis and/or interpretation of data and writing the manuscript.

**Chief Editor** is the overall in-charge of a given journal who evaluates all manuscripts, selects those suitable for the journal to send for peer review, and considers peer reviewers' reports to make a final decision on what gets published. The chief editor is also the ultimate decision-maker in the journal publishing process regarding content, on issues of concern, and on direction.

**Information and Communications Technologies (ICT)** refers to communication technologies such as the internet, wireless networks, cellular phones, computers, software, middleware, video conferencing, social networking, and other media applications and services enabling users to access, retrieve, store, transmit and manipulate information in a digital form.

**Journal Indexing** also called bibliographic databases refers to lists of journals organised by discipline, subject or type of publication, which improves the discoverability of a journal and enhances its international reputation.

**Journal Visibility** refers to the degree to which a journal attracts the general attention of readers including scholars and researchers of the target audience.

**Open Access (OA)** is a publishing model for scholarly communication that makes research information available to readers at no cost.

**Open Journal System (OJS)** refers to a systematic author-to-reader workflow platform for submitting, peer reviewing and processing of manuscripts submitted for consideration in addition to facilitating the publishing of academic and scholarly journals online.

**Predatory Journals** also called fraudulent, deceptive, or pseudo-journals are publications that claim to be legitimate scholarly journals but misrepresent their publishing practices. Some predatory publishing practices include falsely claiming to provide peer review, hiding information about article processing charges (APCs), misrepresenting members of the journal's editorial board, and other violations of copyright or scholarly ethics.

**Publisher** refers to an entity or organisation that is responsible for producing and distributing academic or professional journals.

**Quality Journal** is a publication with a transparent aim and scope, editorial board members with impeccable credentials, indexation in international databases, candid peer review process, established reputation and clear author guidelines and policies.



*Specialised indexes* are indexes specific to certain fields or subject areas. Examples of specialised indexes are Science Citation Index Expanded (SCIE), which covers mainly science and technology journals; PubMed, which contains mostly biomedical journals; and Arts & Humanities Citation Index, which focuses on arts and humanities journals.

*Subscription Journal* is a traditional publishing model that requires readers to access scholarly information after paying a fee or at a prescribed cost.

# CHAPTER TWO

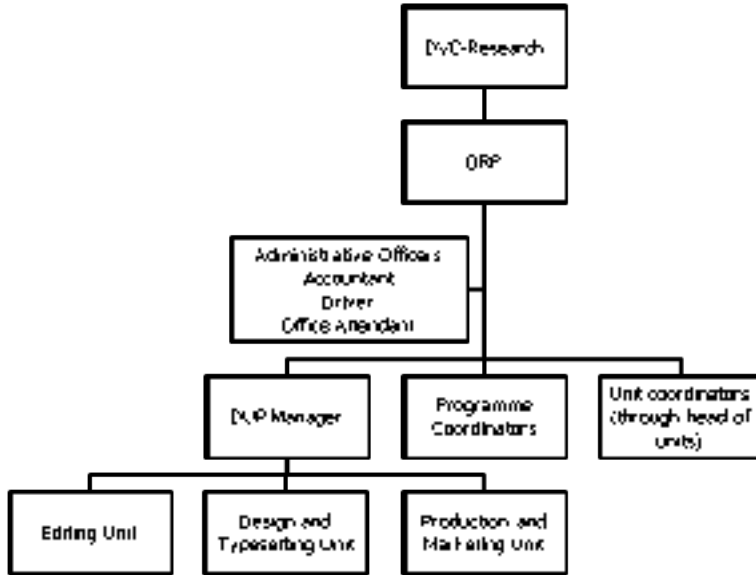
## SITUATION ANALYSIS

### 2.1 Introduction

This chapter summarises information on regulatory frameworks guiding the performance of UDSM journals at different levels as captured in different UDSM policies, guidelines, and other instruments. The chapter also describes national, regional and international regulatory frameworks essential in establishing new journals and their eventual effective management.

### 2.2 Current Institutional Setup

UDSM journals are managed in accordance with the UDSM institutional governing structure. Under this setup, the custodian of all UDSM journals is the office of the Deputy Vice Chancellor (DVC) - Research through the Directorate of Research and Publications (DRP), which oversees the establishment and operations of the University's journals (Figure 1). Generally, the UDSM journal production and manuscript flow starts with submissions in the editorial office before reaching a publishing house, with the Chief Editor linking the authors and the publisher (Appendix 1). However, a specific policy and guidelines to streamline and enhance both the journal establishment and management at UDSM had been lacking. This *Policy and Guidelines*, therefore, helps to fill this void.



**Figure 1** Organisational Structure of the Office of DRP under the DVC - Research

### 2.3 University Vision Policies and Guidelines

The UDSM aspires to be the “leading centre of intellectual wealth spearheading Tanzania’s and Africa’s quest for sustainable and inclusive development”. Accordingly, the UDSM continues making deliberate efforts to further improve teaching, research and publication, innovation, and their management. The UDSM has proactively been preparing various policies, guidelines and other reports aimed to guide academics in preparing to publish in peer-reviewed journals. The UDSM Vision 2061 advocates for high quality publications (UDSM, 2013). In fact, the UDSM established the office of the DVC - Research to strengthen research and publications. Moreover, the University has instituted the Scholarly

Publication and Dissemination Policy and Guidelines (UDSM, 2021 [revised in 2023]), the Guidelines for Assessment of Academic Staff Performance (UDSM, 2016, [revised in 2022]), the Information and Communication Technologies Policy (UDSM, 2022), the Intellectual Property Right Policy (UDSM, 2015a [revised in 2022]), the Research Policy and Operational Procedures (UDSM, 2015b), and Journals evaluation report (UDSM, 2022). These policies facilitate and engender the achievement of specific functions for which they were designed. The *Journal Policy and Guidelines* complements these UDSM policies specifically by governing the establishment and management of University journals.

## **2.4 National Policy and Regulatory Framework**

Several national documents address different aspects of research dissemination through publications. These include the Tanzania Commission for Universities (TCU) Standards and Guidelines (TCU, 2019), the National Five-year Development Plan 2021/2022 to 2025/2026 (United Republic of Tanzania [URT], 2021), the National Research and Development Policy (URT, 2010), and the Revised Harmonised Scheme of Service for Academic Staff in Public Universities and Constituent Colleges (URT, 2016 [revised in 2022]). These blueprints guide internal and/or external evaluations for promotion and award purposes; emphasise on strengthening research infrastructure and capacity of researchers, quality and relevance of research outputs; and agitate for enhanced dissemination and translation of research outputs into useful products for spearheading national development.

## **2.5 Regional and International Trends**

The exorbitant cost of journal subscriptions is a major force steering the emergence of the Open Access (OA) movement. Moreover, the

emergence of digitisation and the Internet has increased the possibility of making information available to anyone, anywhere, at any time, and in multiple formats. Accordingly, the United Nations Educational Scientific and Cultural Organisation (UNESCO) provides universal access to information and knowledge, focusing on two global priorities: Africa and Gender equality (Swan, 2012). The overarching goal of UNESCO's Open Access initiative is to foster an enabling environment for OA in Member States to universalise access to the benefits of research via public Internet.

Moreover, reputable journal publishers must meet international standards. These international standards are spelt out and regulated by organisations such as the Committee of Publication Ethics (COPE). To enhance and sustain quality publications, COPE (2011) requires organisations to provide training and support to guide researchers in the publication and dissemination of research and research findings involving confidential or proprietary information, issues relating to patents or intellectual property, findings with serious implications for public health, contractual or other legal obligations and/or interest from the media or the public.

## **2.6 Benchmarking**

Since the vision and target of the UDSM is to be highly competitive internationally, the benchmarking was undertaken to consider practices in other institutions in Europe, the United States of America, Asia, and some African countries with established university reputations and unblemished records of accomplishment. Many universities such as Oxford, Cambridge, Harvard, Peking, Cape Town and Witwatersrand have long established frameworks for ensuring that their faculty publish in reputable journals. However, only some have fully established policies and guidelines governing

the establishment and management of university journals. Reputable universities such as Oxford publish in collaboration with many of the world's most influential scholarly and professional societies. Besides these universities, benchmarking also covered similar journal policies and guidelines to consider some particularities that would further enrich this policy.

### ***2.6.1 University of Cambridge Open Access Publications Policy***

The University of Cambridge (2018) document sets out the framework for ensuring that authored publications by its researchers, staff and students are available via OA, where applicable. The document guides the submission of all the journal articles and conference proceedings to the University's OA Service that provides as many OA outputs as possible in accordance with copyright and licence agreements. Additionally, the policy encourages researchers to make monographs and book chapters available in OA. Furthermore, the policy considers the payment of additional funds to publishers on top of subscriptions (known as 'hybrid' publishing) as a transition mechanism towards a wider OA system.

### ***2.6.2 The Quality of South Africa's Research Publications***

The Department of Higher Education and Training (DHET, 2019) in South Africa noted the significant increase in the quantity (volume) of research output, which heightened concerns over the quality of university publications. Moreover, the "demand" to publish continues to exert huge pressure on academics to meet requirements for performance appraisals and ranking systems. However, the DHET feared this demand to publish at any cost could compromise the quality of publications. As a result, the DHET introduced the Quality of South Africa's Research Publications report to address unethical and dubious publication practices. This measure was necessitated by

the growing tension between maintaining a high standard of quality and ethics amidst the demand for quantity and growth in output. Significantly, the report aimed to ensure and improve quality and integrity of scholarly journal articles.

### ***2.6.3 University of Cape Coast Journal Management Policy***

The University of Cape Coast (2019) policy provides a framework for co-ordinating all journals published by departments and faculties to preserve the credibility of each journal and the institution. The policy recognises the importance of providing services to support scholarly communication and enhance the visibility of scientific research. The policy enabled the creation of an overarching system for hosting and regulating the scholarly content of more than 50 journals for effective quality control and management. Moreover, the policy guards against the intricacies caused by the emergence and proliferation of journals with questionable credentials.

### ***2.6.4 Higher Education Commission Journals and Publications Policy***

The Higher Education Commission (HEC) of Pakistan has since 2005 strived to introduce policies aimed to further raise the quality of national academic and scholarly journals in that country. The objective of the HEC policy for research journals was to bring academic and publication quality at par with international standards. Under this policy, the HEC established minimum and optimal standards consistent with international best practices, particularly for academic review, publication quality, and ethical practices; established and strengthened monitoring systems for journals; built the capacity of journal editorial teams; and ensured the availability of financial support and linking of such support to performance, especially success in meeting set quality criteria (HEC, 2020).

### ***2.6.5 World Health Organisation Manual for Editors***

Another notable benchmark is the World Health Organisation (WHO) manual for editors seeking to enhance the quality of journals falling under its ambit. In this regard, since the mid-1990s, WHO and editors of biomedical and other health science journals have been striving to raise the quality and profile of journals. The overriding goal is to develop capacities in emerging economies to promote, conduct and disseminate research in addition to informing respective journals' policies and practices (WHO, 2009). The WHO manual emphasises the issue of raising visibility at both local and global levels to facilitate the building of scientific reputation of the journal to enhance the content it publishes. The WHO manual has proven to be pivotal instrumental in guiding the effective establishment and management of quality journals.

### ***2.6.6 Publishing in Reputable Journals with Global Reach***

Many universities have mainly been concerned about where their faculty publish. In this regard, the University of Aga Khan, East Africa, encourages authors to choose journals with the broadest possible access, and where possible, to choose open-access journals consistent with its aspirations (Taylor et al. 2018).

## **2.7. International Benchmarking Lessons for UDSM**

Many lessons can be drawn from other institutional policies reviewed aimed to improve the quality of the journals they seek to promote. This *UDSM Journal Policy and Guidelines*, therefore, has been informed by numerous institutional journal policy documents as integral part of the benchmarking process.



## CHAPTER THREE

### SWOC ANALYSIS

This chapter analyses the internal environment mainly strengths and weaknesses, and external environment focusing on opportunities and challenges of the UDSM journals. The following matrix summarises the strengths, weaknesses, opportunities and challenges for UDSM journals:

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
1) Existence of many active journals with “local” and “international” standards. 2) Existence of researchers with knowledge and capacity to publish both locally and internationally. 3) Existence of different research and publication policies and guidelines. 4) Increased access to research funds particularly through the UDSM competitive research and innovation funds. 5) Existence of office of the DRP with the responsibility to overseeing and regulating all publication activities. 6) Willingness of the UDSM management to support research, journals and publications.	1) Unreliable ICT infrastructure to facilitate journal management operations. 2) Absence of a viable structure for journal operations. 3) Low visibility of most UDSM journals. 4) Lack of a conducive environment for journal operations. 5) Poor remunerations for journal management teams. 6) Lack of reputable publishers for a majority of UDSM journals. 7) Limited indexation for a majority of UDSM journals. 8) Poor marketing and distribution system for UDSM journals. 9) Lack of specified budgets for journal operations in UDSM units. 10) In-breeding of staff and journal managers that could prove to be counterproductive.

STRENGTHS	WEAKNESSES
<p>7) Existence of Dar es Salaam University Press (DUP) and Taasisi ya Uchunguzi wa Kiswahili (TUKI) as potential publishers of UDSM journals.</p> <p>8) Increased number of postgraduate students who are potential authors of manuscripts for publications.</p> <p>9) Existence of TUKI, which publishes in specialised field of Kiswahili language and literature with a potential to become an indexer of international repute.</p>	<p>11) Low contribution of papers by senior academics for UDSM journals.</p> <p>12) Unwillingness of many UDSM academic staff to review and submit review reports</p> <p>13) Low usage of open journal system (OJS) for many UDSM journals.</p> <p>14) Poor collaboration with COPE, Association of University Presses (AUP), International Association of Scientific, Technical and Medical (IASTM) publishers and other international accreditation bodies.</p> <p>15) Slow manuscript processing times.</p> <p>16) Too few manuscript submissions.</p> <p>17) Inadequate number of international contributors for a majority of UDSM journals.</p> <p>18) Irregular publications of some UDSM journals.</p> <p>19) Irregular updating of information on the website for many of the UDSM journals.</p> <p>20) Inadequate technological, financial and human resource capacity for DUP and TUKI publishers.</p>

<b>OPPORTUNITIES</b>	<b>CHALLENGES</b>
<p>A) Existence of TCU and UDSM requirements for postgraduate students to publish before graduation.</p> <p>B) Existence of UDSM policy requiring academic staff to publish at least one paper per annum.</p> <p>C) Existence of some UDSM journals with the potential of competing with internationally-reputable journals.</p> <p>D) Existence of external market that UDSM can utilise for its journals.</p> <p>E) Existence of international and reputable indexers to help raise the visibility and profile of UDSM journals.</p> <p>F) Presence of Higher Education Economic Transformation (HEET) project and other similar interventions for enhancing ICT support in journal management operations.</p> <p>G) Existence of renowned international publishers to partner with the UDSM to publish its journals.</p>	<p>1) High cost of indexing in high profile databases such as SCOPUS.</p> <p>2) Expensive technologies; high cost of proprietary journal management software, hence overreliance on public domain software.</p> <p>3) Limited number of international contributors of manuscripts for publication consideration in UDSM journals.</p> <p>4) Over-reliance on external donors for funding research and publications.</p> <p>5) Limited collaboration with the industry and associations/ societies in supporting research and publications.</p> <p>6) Existence of high-profile competitor journals.</p>

## CHAPTER FOUR

### POLICY STATEMENTS AND GUIDELINES

#### 4.1 Publication of UDSM Journals

##### 4.1.1 *Policy Issue*

Most of the UDSM journals are published by respective units that do not necessarily qualify as publishers.

##### 4.1.2 *Policy Statement*

The UDSM shall

- i. Ensure all its journals are published by reputable and recognised publishers either, independently or collaboratively, in formats deemed appropriate.

#### **A. Criteria for a reputable publisher of journals**

A reputable publisher should fulfil the following criteria:

- i. Provides a high level of support throughout the publishing process (reviewing, copyediting, designing and printing).
- ii. Provides full and verifiable address and contact details (i.e., not just a ‘web front’). The publisher should have identifiable location including logo, physical address and the publisher’s head office.
- iii. The publisher should be a member of the Committee on Publication Ethics (COPE).
- iv. The publisher should be a member of the International Association of Scientific, Technical and Medical (IASTM) Publishers.
- v. The publisher does not approach potential authors to request for manuscripts or solicit through email

campaigns. The publisher may invite potential authors to contribute book chapters and special issues based on qualification and professional.

- vi. For OA publishers, the publisher should be listed as an Open Access Scholarly Publishers Association (OASPA) member. Publishers listed as members of OASPA meet peer review criteria and other quality standards.

A reputable publisher should fulfil not less than 70% of these criteria but must also meet criteria number (i) and (ii) which carry 20% each and the remaining criteria 15% each.

### ***4.1.3 Policy Strategies***

The UDSM shall

- i. Ensure all the journals comply with UDSM publishing standards and requirements.
- ii. Support the effective publication of quality journals of international repute.
- iii. Promote collaborative publishing of journals.
- iv. Ensure the UDSM logo or a descriptive text is available on the website or published articles for a journal publishing through a collaborative model.
- v. Encourage both electronic and print as well as OA and subscription-based publications.

### ***4.1.4 Operational Guidelines***

- i. Editors shall ensure the selected journal publisher meets UDSM and international publishing standards and requirements.
- i. The DRP shall monitor and ensure journals comply

with UDSM publication standards and requirements.

- i. The Office of the DVC – Research shall provide necessary support and a conducive environment for publishing UDSM journals with reputable publishers.
- i. Respective University Units can enter into collaborative publishing arrangements.
- i. Respective University Units entering into collaborative publishing arrangements to ensure the availability of UDSM logo or a descriptive text on the website or published articles.
- i. The Publisher can accommodate diverse modes of publishing including electronic and print as well as open access and subscription.
- i. The UDSM publisher shall ensure that UDSM journals are available online all the time, updated with the required plugins reviews and maintained technically.

## **4.2 Institutional Journal Management**

### **4.2.1 Policy Issue**

The University lacks a coherent structure for establishing and managing journals.

### **4.2.2 Policy Statements**

The UDSM shall

- i. Establish a viable journal management structure.
- ii. Ensure new and existing UDSM journals follow the established operational guidelines (Appendix 2).
- iii. Ensure journals follow an established management structure and operational guidelines.

### **4.2.3 Policy Strategy**

The UDSM shall

- i. Ensure all the journals comply with the established management structure and operational guidelines.

### **4.2.4 Operational Guidelines**

- i. The Office of the DVC – Research shall put in place a viable structure for managing UDSM journals.
- ii. Respective UDSM units must ensure journals follow the established management structure and operational guidelines for establishing new journals.
- iii. The DRP shall monitor compliance with the established journal management structure and operational guidelines.
- iv. The Office of the DVC - Research shall establish a central online publishing system for managing UDSM journals under the Office of DUP.

## **4.3 Quality of UDSM Journals**

### **4.3.1 Policy Issue**

The quality of UDSM journals varies considerably due to lack of comprehensive, clear and coherent policy and guidelines.

### **4.3.2 Policy Statement**

The UDSM shall ensure journals adhere to the following standards and guidelines to enhance quality.

## **B. Qualities of an international reputable journal**

International Journal is a scholarly media, which publishes research from international authors. An international reputable journal should meet the following criteria:

- i. Publishing media:** The journal should be published by publishers meeting the criteria listed in 4.1.2A.
- ii. Editorial board:** The journal should have a Chief Editor/Editor-in-Chief/Academic Editor and an international editorial board as reflected on its website by the names of members and their institutional affiliation. At least 25% of members of the editorial board should come from international institutions in different countries. The journal may also include an international advisory board. Editorial board members should be scholars from established universities, the industry or research institutions worldwide with a track record in publishing. The disciplines of editorial board members should correspond to the scope of the journal.
- iii. Peer review:** The journal must use rigorous peer review process for publication, which includes desk review, content review by experts in the respective field and revisions by the authors as required. The journal must also clearly outline their peer review process on its website and use it for publication purposes.
- iv. Indexing:** The journal should be indexed in reputable online databases as per this policy (4.4.2A), which index journals publishing peer-reviewed manuscripts. The indexing should be verified from the databases and not on the journal website. Journals indexed in highly reputable and quality controlling databases



meet the promotion criteria of the University of Dar es Salaam.

- v. **Scope:** The journal should have a well-defined scope and publish consistently within its scope.
- vi. **Regularity:** The journal should publish regularly as defined in its policy (i.e., continuous, weekly, fortnightly, monthly, quarterly, biannually or annually).
- vii. **Identification of publication:** The journal should have an International Standard Serial Number (ISSN) for print or e-ISSN for electronic online publications that can be verified at [www.issn.org](http://www.issn.org).
- viii. **Guidance and permanent information for authors:** The journal should have an up-to-date website with required information that guides authors such as instruction/guidelines to author, copyright ownership, publication ethics statement, dissemination, archival, preservation, journal metrics and sharing policy. The journal should have publisher's identifications including logo, permanent address and location of the publisher's headquarters.
- ix. **Digital identifications:** The journal should have unique, persistent, and resolvable identifications such as Digital Object Identifier (DOI) assigned by Crossref (formerly styled CrossRef) and any other to its online articles. A DOI for a publication remains constant, even if its platform location or other metadata change.
- x. **Affiliation and establishment:** The journal should be affiliated with or was established by scholarly academic institution, organization, industry or associations and societies with authoritative source of

specialized knowledge of a particular academic field.

- xi. Coverage of articles in an issue:** The journal should have at least 33% of the total number of papers published per issue originating from outside the country of publication with exception to journals with expertise limited to Tanzanians.
- xii. Open access journal registration:** The journal must adhere to author or publisher's Open Licenses sharing policies such as "Creative Commons" (CC). The journal should be registered in OA policy databases such as SHERPA/RoMEO; [www.sherpa.ac.uk/romeo](http://www.sherpa.ac.uk/romeo). The journal should be registered in OA publisher directory such as Directory of Open Access Journals (DOAJ).
- xiii. Article publishing charges: Articles published in OA journals that require APC shall be considered after the University Publication Assessment Committee (UPAC) has verified that a journal meets criteria for reputable journals set in this policy.
- xiv. The language of publication: The journal should be published in English or Kiswahili.
- xv. Media information that are in foreign languages other than English must be translated into English language and/or shall be reviewed by experts in the foreign languages used.

An international reputable journal should fulfil not less than 70% of the above criteria but must meet criteria (i) to (x), which carry 8% each and the remaining criteria carry 5% each. The publication date of an article should be confirmed to ensure that it was published when the journal had attained international status.

### **C. Qualities of a reputable local journal**

Local journal is a scholarly publishing media, which publishes research results with at least 70% of the authors originating from within the country of the journal. A local journal will be scrutinized by using of the following criteria:

- i. The journal should be published by publishers meeting the criteria listed in 4.1.2A.
- ii. The journal should have an ISSN or e-ISSN that can be verified at [www.issn.org](http://www.issn.org).
- iii. The journal should have a Chief Editor/ Editor-in-Chief/Academic Editor and an editorial board. The journal's editorial board members should be scholars with a track record in publishing.
- iv. The journal should have an up-to-date website displaying instruction/guidelines to author and review policy.
- v. The journal should adhere to frequency of publication as stipulated in its policy.
- vi. The journal should have a well-defined scope and publish consistently within its scope.
- vii. The journal articles published should be retrievable.
- viii. The journal should publish articles reviewed by a rigorous process, which includes desk review, content review by experts in the respective field and revisions by the authors as required.
- ix. For OA, the journal must adhere to author or publisher's Open Licenses sharing policies such as "Creative Commons" (CC). The journal should be registered in OA policy databases such as SHERPA/RoMEO; [www.sherpa.ac.uk/romeo](http://www.sherpa.ac.uk/romeo). The journal

must be registered in OA publisher directory such as DOAJ.

- x. Articles published in OA journals that require APC shall be considered subject to providing evidence that the charges were paid after the review process and the journal meets other criteria set in this policy.

A local journal should fulfil not less than 70% of the above criteria, but must also meet criteria number (i) to (viii), which carry 11% each and the remaining criteria 6% each.

### ***4.3.3 Policy Strategies***

The UDSM shall

- i. Raise awareness on established journal quality standards and guidelines.
- ii. Ensure journals translate set standards into quality publications.
- iii. Enforce journal compliance with international best practices for academic review, publication quality and ethical conduct.

### ***4.3.4 Operational Guidelines***

- i. The DRP shall organise awareness-raising programmes on journal quality standards and guidelines.
- ii. Editors shall translate set standards into quality publications.
- iii. The Office of the DVC – Research shall monitor and enforce international quality standards.

## **4.4 International Visibility of UDSM Journals**

### **4.4.1 Policy Issue**

The international visibility of many UDSM journals remains generally low, with limited indexing in reputable international databases.

### **4.4.2 Policy Statements**

The UDSM shall

- i. Ensure journals are indexed in international and reputable databases to raise their international profile and visibility.
- ii. Encourage collaboration among UDSM journals with international partners to further enhance their visibility on the international arena.
- iii. Initiate and develop specialised international indexing for unique fields in which the University has unparalleled strengths e.g., Kiswahili.

#### **A. Criteria for indexing databases**

The indexing database should possess the following attributes:

- i. The database should enhance scholarly indexed content to be visible and retrievable.
- ii. The database should index journals, which are reputable as stipulated in this policy.
- iii. The database should provide indexer information about quality assurance of the indexed materials.

### **4.4.3 Policy Strategies**

The UDSM shall

- i. Create necessary conditions for indexing journals

in reputable international databases, including discipline-specific ones.

- ii. Facilitate collaborative agreements aimed to improve international visibility of UDSM journals.
- iii. Support the indexation of materials published in fields where the University has unique strengths.

#### ***4.4.4 Operational Guidelines***

- i. The DRP to expand the scope of the reputable international databases in which UDSM journals are indexed.
- ii. Chief Editors to initiate collaboration with international partners to further enhance visibility.
- iii. The Chief Corporate Counsel and Secretary to Council (CCC & STC) to vet collaborative agreements aimed to improve international visibility of UDSM journals.
- iv. Office of the Vice Chancellor to approve the vetted collaborative agreements aimed to improve international visibility of UDSM journals.
- v. The Office of the Vice Chancellor to facilitate the development of indexation capacity for materials published in fields where the University has unique strengths.

### **4.5 Global Marketing and Distribution of UDSM Journals**

#### ***4.5.1 Policy Issue***

UDSM journals generally lack global marketing and distribution strategies.

#### ***4.5.2 Policy Statement***

The UDSM shall

- i. Ensure journals are adequately marketed and distributed nationally, regionally, and globally.

#### ***4.5.3 Policy Strategies***

The UDSM shall

- i. Develop global marketing and distribution strategies for its journals.
- ii. Foster the use of ICT to boost global marketing of journals.
- iii. Promote its journals with international partners.
- iv. Provide support for marketing and distributing its journals globally.

#### ***4.5.4 Operational Guidelines***

- i. The Office of the DVC - Research to develop global marketing and distribution strategies for its journals.
- ii. The Office of the Vice Chancellor to facilitate the promotion of journals with international partners.
- iii. The Office of the DVC - Research to support marketing and distribution of UDSM journals nationally, regionally, and globally.
- iv. Publishers, UDSM units and editors to undertake a variety of promotional tactics for their journals through online and physical platforms.

### **4.6 Financing and Sustaining UDSM Journals**

#### ***4.6.1 Policy Issue***

UDSM journals generally lack access to specified and

sustainable budget allocations for their operations.

#### **4.6.2 Policy Statement**

The UDSM shall

- i. Ensure journals are adequately funded and financially sustainable.

#### **4.6.3 Policy Strategies**

The UDSM shall

- i. Set aside funds for journal technological and infrastructural development.
- ii. Create a conducive environment for the running of its journals.
- iii. Facilitate the creation of necessary conditions to make the UDSM journals financially sustainable.

#### **4.6.4 Operational Guidelines**

- i. The DVC - Research shall set aside budget for journals management and operations.
- ii. The Office of the DVC - Research shall incentivise journal management and operations.
- iii. Respective UDSM Units shall earmark funds in their annual budgets for sustaining journal operations and management.
- iv. Respective UDSM Units to diversify and find alternative sources of funds for journals.
- v. Chief Editors can also adopt and develop innovative means of funding and sustaining journal operations including collaborations with other reputable publishers and associations/societies.



## **4.7 Technology and Infrastructure for UDSM Journals**

### **4.7.1 Policy Issue**

UDSM online journal publishing systems not regularly reviewed and updated.

### **4.7.2 Policy Statement**

The UDSM shall

- i. Ensure online journal publishing systems are regularly reviewed and updated.

### **4.7.3 Policy Strategies**

The UDSM shall

- i. Ensure that all UDSM journals use updated UDSM Online Journal Management System such as Open Journal System (OJS) platform.
- ii. Ensure that all UDSM journals are reviewed and updated within 15 days of current releases of necessary Online Journal Management System and UDSM templates following UDSM branding manual and essential updated system plugins such as Journal Identification, Journal Analytics, Journal Citation, Journal indexing and harvesting.
- iii. Ensure maintenance of the infrastructure and regular training of Chief Editors and technical teams from UDSM units running journals.
- iv. Ensure previously published non-electronic journal copies are digitized to Optical Character Recognition (OCR) based documents.
- v. Support backup and recovery of UDSM journal information.

- vi. Set data retention and privacy policies for UDSM journals.
- vii. Ensure that all UDSM journals have their online manuscript templates.

#### **4.7.4 Operational Guidelines**

- i. The Directorate of ICT shall monitor the UDSM publisher website and the UDSM online journal publishing system for compliance to various ICT regulations and standards.
- ii. Respective UDSM journals shall use open journal systems unless under a collaborative arrangement approved by the UDSM.
- iii. Respective UDSM journals will not be allowed to handle manuscript processing outside online publishing systems.
- iv. IT staff in respective UDSM units shall be responsible for all journal specific updates under the supervision of the publisher and Chief editors who know their journals. The updates should be submitted online and then be approved by the DRP within 15 days after submission.
- v. The Director of ICT shall appoint an active and responsible system administrator for UDSM journal systems.
- vi. The system administrator shall work with Publishers to ensure UDSM journals are present online at all time and ensure all updates and plugins reviews are updated within 15 days.
- vii. The system administrator shall report quarterly to Director of ICT on the technical issues of the journal systems and the reports shall be submitted

to the Senate Research and Knowledge Exchange Committee (SRKEC) through DRP.

- viii. The system administrator shall be responsible for all upgrades of the UDSM online journal systems with approval of DVC - Research through DRP and Director of ICT.
- ix. The system administrator shall assist Chief Editors on all technical maintenances.
- x. The system administrator shall prepare and deliver trainings to Chief Editors and units' technical teams.
- xi. The system administrator shall conduct regular system backup (daily, monthly and yearly) and prepare backup and recovery environment.
- xii. The system administrator shall manage all Journal Identification accounts and assist Chief Editors to assess and assign Identification process to all UDSM Journals, e.g., CrossRef – DOI numbers.
- xiii. Respective UDSM unit system administrator to manage subscription models of all UDSM Journals based on Journal and UDSM policy unless under a collaborative arrangement approved by the UDSM.

## CHAPTER FIVE

### GOVERNANCE OF THE POLICY

#### 5.1 Organisation and Mandate

##### 5.1.1 Vice Chancellor

The Office of Vice Chancellor shall assume strategic leadership in matters pertaining to this *Journal Policy and Guidelines*.

##### 5.1.2 Deputy Vice Chancellor - Research

The office of DVC - Research shall superintend over all the duties of the Directorate of Research and Publication.

##### 5.1.3 Director of Research and Publication

The Office of the DRP shall co-ordinate, delegate and initiate research and publication in accordance with this *Policy and Guidelines* for UDSM journals for them to cope with the dynamic, vibrant and competitive publishing environment.

##### 5.1.4 Colleges/Schools/Institutes/Directorates

Respective Units should be the custodian of the journals and through Editorial Boards and College/School/Institute Boards, they shall oversee and control the operations, quality, professionalism and effectiveness of their journals as per this *Journal Policy and Guidelines*.

##### 5.1.5 Other University of Dar es Salaam Administrative Organs

Other UDSM administrative organs shall facilitate the policy implementation based on their designated roles to smoothen the operations and functions of the University journals.

## **5.2 Role of Other Stakeholders**

### ***5.2.1 Ministries and State Agencies***

Ministry of Education, Science and Technology:

The Ministry to provide guidance on policy orientation and implementable strategies and prepare a conducive environment for sectoral co-ordination.

The TCU to provide guidance on publication including harmonisation and standardisation of guidelines on reputable journals in the context of Tanzania.

### ***5.2.2 Private Sector and Non-state Agencies***

UNESCO to provide technical advice on policy matters related to reputable publications at the international levels and fora.

Funding and collaborative agencies to provide funds for implementing this *Journal Policy and Guidelines*.

## CHAPTER SIX

### POLICY IMPLEMENTATION

Implementation of this *Journal Policy and Guidelines* involves the following University of Dar es Salaam Units:

- i. The DVC – Research, who oversees all the duties of the Directorate of Research and Publication; directs all the matters related to Research and Publications; discusses and approves any matter related to the work of research and publications and, accordingly, reports them to the Senate; provides guidance and approval on policy matters pertaining to efficient best management practices in research and publications; and approves the budget proposal of the Directorate of Research and Publications.
- ii. The Directorate of Research and Publications, which facilitates communication of all matters regarding publication activities; provides leadership in terms of co-ordination, delegation, initiation of research and publication to cope with the changing landscape; facilitates the development and review of policies on UDSM human capacity for research and publications; facilitates the cultivation of research and publication culture among UDSM staff and students; and liaises with governmental departments, private and public sector organisations, donor agency and education institutions on issues relating to research and publications.
- iii. Dar es Salaam University Press (DUP), which is the UDSM flagship and primary publisher of UDSM journals will be responsible for managing, editing, designing and typesetting, producing,

and marketing of various University and external publications it will be publishing. UDSM journals published collaboratively with Brill, Taylor and Francis, Elsevier and other high profile reputable publishers will operate under separate arrangements in accordance with agreements in force.

- iv. Taasisi ya Uchunguzi wa Kiswahili (TUKI), which is a primary publisher of publications in Kiswahili and is responsible for editing, designing and typesetting, producing, and marketing various University and external publications including journals in Kiswahili.
- v. Colleges/Schools/Institutes/Directorates, which superintend over journals falling under respective Units.
- vi. Journal Editors, who run and oversee the editorial functions of their respective journals; consider essential policies to meet the set goals and vision of the journal; develop a vision for their respective journals; and communicate a policy statement covering the aims, scope and structure as well as format of the journal; advise the editorial board and other governing bodies on the most appropriate division of roles and responsibilities to ensure the success of the journal; establish and implement an ethics policy for the journal; and determine the optimum management systems to ensure sustainable publication of the journal.

## CHAPTER SEVEN

### MONITORING AND EVALUATION

#### 7.1 Purpose of Monitoring and Evaluation of UDSM Journal Policy and Guidelines

Monitoring and evaluation aim to obtain feedback on the progress in policy implementation and assess the outcomes against the original objective and expectations. Specific evaluation will focus on compliance, effectiveness, efficiency and impact of the agreed upon policy strategies. Monitoring and evaluation of the *Journal Policy and Guidelines* shall be carried out at Unit and the University levels. In this regard, the Heads of UDSM Units and the Office of the DVC - Research shall co-ordinate and facilitate the monitoring and evaluation of this policy and guidelines.

#### 7.2 Monitoring and Evaluation Indicators

The Heads of UDSM Units shall monitor, evaluate and report in their respective boards for approval, on journal publication performance in accordance with this policy and guidelines. The Office of the DVC - Research, through the Directorate of Research and Publication, shall continue monitoring, evaluating and reporting on journal publication performance in accordance with this policy and guidelines. Monitoring and quality control of journals shall be conducted through Editorial Boards and College/School/Institute Boards on quarterly basis and their performance should be reported to the Senate Research and Knowledge Exchange Committee (SRKEC). The evaluation for individual journals shall be performed biennially (every two years). Evaluation issues shall include the publication, institutional journal management, quality, international visibility, global marketing, distribution and financial sustainability of UDSM journals. Consistently poor performing journal should be deregistered.



### 7.3 Performance Rewards and Sanctions

The logic of the performance rewards and sanctions (PRS) is to create a base for rewarding exceptional performance and executing sanctions for poor performance, thus stimulating quality and efficiency. A real PRS should strive for greater visibility of extraordinary performers as well as enhancing organizational progress, increased enthusiasm, and productivity. In order to guarantee motivation on a viable basis, a PRS for UDSM journals, according to this policy, should embrace monetary and non-monetary rewards as proposed in Table 1.

Monetary rewards should be proposed by the Office of the DVC – Research through the office of DRP and reviewed from time to time to reflect the money value. However, the proposed reward should be a minimum of Tsh. 15m for the first winner, Tsh. 10m for the second winner and Tsh. 7 m for the third winner. Non-monetary rewards include certificates, trophies and letters of commendation, and verbal appreciation. UDSM journals censured during the biennially evaluation due to poor performance should be recommended to Senate for deregistration.

**Table 1:** Proposed criteria for executing PRS at the executive level

<b>Annual Performance (%)</b>	<b>Rating scale</b>	<b>Reward or Sanction</b>
90 - 100	Excellent	Monetary prize, Trophy and a Certificate of recognition signed by the Vice Chancellor
80 – 90	Very good	Monetary prize and/or Certificate of recognition signed by the Vice Chancellor

<b>Annual Performance (%)</b>	<b>Rating scale</b>	<b>Reward or Sanction</b>
70 - 80	Good	Certificate of recognition signed by the Vice Chancellor
50 - 70	Fair	Cautionary letter signed by the Vice Chancellor
0 - 50	Poor	Endorsement for censure signed by the Vice Chancellor

#### **7.4 Policy Review**

The *UDSM Journal Policy and Guidelines* shall be reviewed after every five (5) years and whenever the need arises to appraise its effectiveness and incorporate new developments, amendments and strategic plans within the University. The Office of the DVC - Research shall constitute a review team to undertake necessary revisions.

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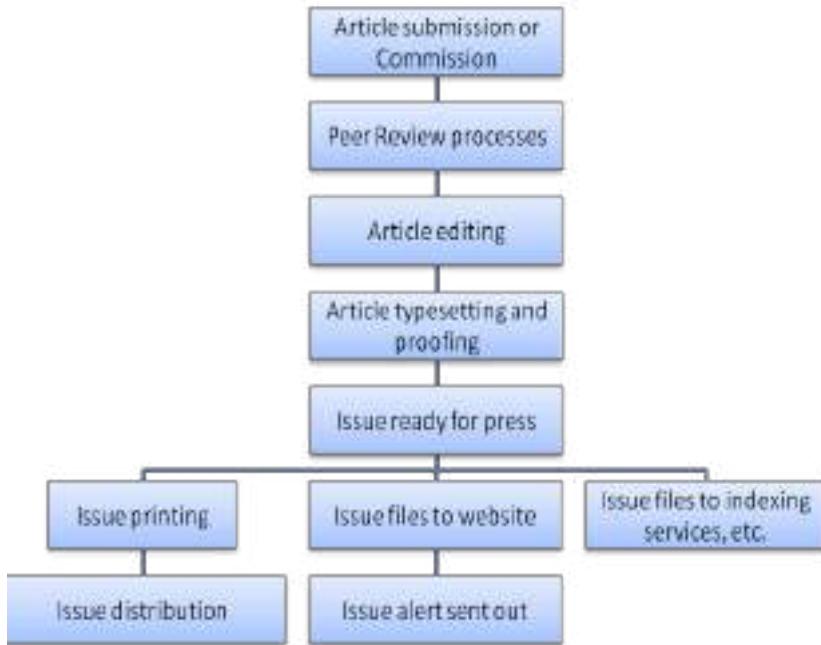
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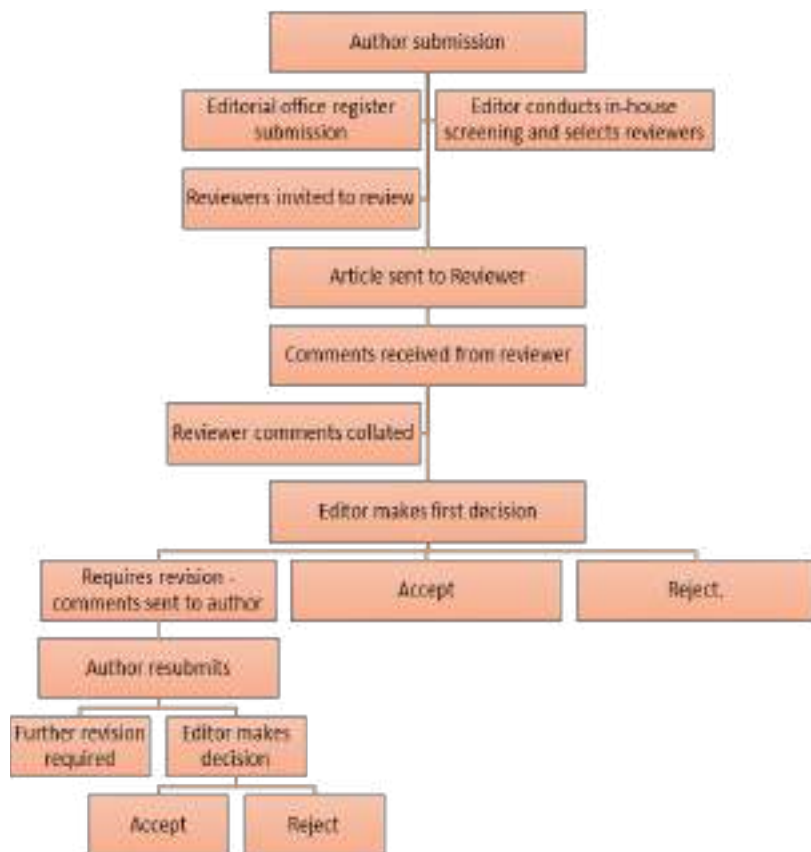
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## Appendices

### Appendix 1 Journal Production and Manuscript Flow



**Figure 2** Journal production steps



**Figure 3** Sample manuscript flow chart

## **Appendix 2 Guidelines for Establishing New and Managing Existing UDSM Journals**

### **1. Principles and policies**

All journals need to have established principles and policies, which guide their operations and ensure consistency in decision-making. The proposing UDSM unit should ensure the following are addressed:

- i. aims and scope;
- ii. process of decision-making for journal policies;
- iii. process of decision-making for individual manuscripts, including peer review;
- iv. editing and peer review of articles and non-article materials such as editorials and letters;
- v. appeals/conflicts;
- vi. authorship and contributor-ship;
- vii. fraud and plagiarism;
- viii. duplicate submission/redundant publication;
- ix. competing interests (also called conflict of interest);
- x. advertising;
- xi. copyright and other legal issues;
- xii. distribution models, including free distribution, such as OA online publishing;
- xiii. journal funding;
- xiv. journal pricing;
- xv. the editorial board and structure of the editorial team; and
- xvi. roles of editors and governing bodies.



## **2. Journal Scope**

Each journal should develop a vision for the journal and communicate a policy statement covering the aims and scope and the structure and format of the journal. Therefore, to develop the aims and scope, editors and owners/UDSM Units need to answer the following questions:

- i. rationale for the journal – why do we need to establish the journal?
- ii. target audience – for whom is the journal publishing?
- iii. topic coverage – what topic is the journal publishing?
- iv. types of articles – how should the journal present its content?

## **3. Governance**

The owners/UDSM Units and editors will make the editorial board and other governing bodies and advise on the most appropriate division of roles and responsibilities to ensure success of the journal. Variations may depend on the structure and ownership of different journals; nevertheless, there are up to three essential partners in journal publishing:

- i. the editorial board,
- ii. the journal owner, and
- iii. the partnering publisher.

## **4. Ethics and Publishing**

All UDSM journals shall establish ethics policy for the journal:

- i. Do you have a policy on publishing good research?
- ii. Do you communicate this to your authors in your author guidelines? What would you do if you received a paper with interesting and novel results, but which

you felt had been produced because of unethical research methodology?

- iii. Do you provide the authors with clear guidelines about your policies on plagiarism, duplicate submission, etc.?
- iv. Do you require authors to confirm the validity of their papers when they submit, by confirming that the article is original and not under consideration elsewhere?
- v. Do you stress the need for confidentiality with your reviewers?
- vi. Do you have a policy that all members of the editorial board are required to agree to when they join the journal?
- vii. Are there any other ethical issues relating to editors, journal staff and reviewers that you can consider?

## **5. Management**

All UDSM journals shall use optimum management systems to ensure sustainable publication of the journal. For the sustainability of the journal, financial issues are important. The owner/UDSM unit and editor must have an idea of the resources can rely on, where the revenues are expected to come from (print and online subscriptions, advertising, support from organizations/associations/institutions, etc.), and how sustainable they are. In addition, the editor (or another appropriate person) must monitor expenditure to ensure that the journal does not spend more than it can afford.

For an existing journal it is recommended that you periodically undertake a Strength, Weakness Opportunities and Challenges (SWOC) analysis (strengths, weaknesses, opportunities, and

challenges) for the journal. This will help to identify areas where it could improve, either by taking advantage of new opportunities (perhaps a new editor), or by addressing problems (perhaps too few manuscripts submitted).

## **6. Publishing Model**

All new and established UDSM journals should consider both online and print publications. For online publications, all new and established UDSM journals shall consider publishing by using OA and subscription-based. Furthermore, all new and established UDSM journals shall reconsider the publishing model periodically based on the changing technologies and changing expectations. The online environment also offers great opportunity to develop your journal into new markets and strengthen its publishing operation.

## **7. Promotion of the journal**

The prime audience to which a journal must promote itself is to potential new authors, so that it will attract the high-quality manuscripts which are vital to increasing journal use and impact. Frequently, both readers and authors form part of the same community. Therefore, all new and established UDSM journals should device some mechanisms to promote their contents to the community. All new and established UDSM journals should build a good reputation with its authors by providing good services, such as:

- i. working with authors and taking an active role in producing good manuscripts: This can be done in the form of effective review reports, training workshops, etc.;
- ii. providing good, clear, concise author guidelines;

- iii. defining and maintaining high publishing standards: this can be done through using trained professional staff, language editors, methodological advisers, and internal reviewers;
- iv. developing an effective online submission and tracking system which helps authors to submit, reviewers to review and editors to oversee the process;
- v. defining and maintaining high standards of effective editorial process: thorough peer review, speed of decision-making, quality of proofs before publication, etc.; and
- vi. increasing visibility to the target readers: online and print versions with timely and effective distribution, presence in libraries, indexing in bibliographic databases.

All new and established UDSM journals should promote its content to prospective readers (and authors) through the following activities:

- i. working with other journals by exchanging journals, editors, reviewers etc.;
- ii. collaborating with other journals to exchange abstracts, supply each other's subscribers with copies of the journal, etc.;
- iii. making good use of the editorial board to act as journal representatives and attract contributions;
- iv. providing the editorial board with a supply of leaflets to hand out at meetings;
- v. attending conferences and meetings;
- vi. asking members of the editorial board to include

their position on the journal as part of their e-mail “signature;”

- vii. working with large professional publishers where appropriate;
- viii. ensuring the journal is included within the relevant indexes;
- ix. signing agreements with subscription agents to promote and sell the journal abroad;
- x. exchanging advertisements with other journals;
- xi. sending out calls for papers for themed issues;
- xii. e-mailing target groups with information about the latest issue; and
- xiii. providing e-mail table-of-contents alerts.

## **8. Strategies for reaching targeted audience**

All new and established UDSM journals should establish strategies to reach targeted audience by various means including:

- i. subscription;
- ii. complementary copies;
- iii. online full text articles;
- iv. including journal web site link in editors’ correspondence;
- v. providing leaflets, posters, and other promotional material;
- vi. e-mail alerts including table of contents; and
- vii. posters at conferences and professional meetings.

## **9. Editorial office operations**

The success of a journal involves not only good science, but also efficient management of the publication process. In particular, managing the flow of submitted or commissioned articles is crucial to success. Accordingly, all new and established UDSM journals should ensure existence of a staff(s) to undertake the following functions:

- i. administrative support (secretarial/clerical);
- ii. language/copy editor;
- iii. technical editor;
- iv. graphic designer or illustrator;
- v. publishing technician; and
- vi. computer technician.

## **10. Office Equipment**

All new and established UDSM journals shall ensure existence of hardware, software and other equipment in order to operate professionally.

## **11. Communication Templates**

To make communication more efficient, it is worthwhile setting up a series of correspondence templates, preferably more than one for each purpose, to ease the task of composing the right letter at the right time. All new and established UDSM journals shall ensure established correspondence templates for various communications, including:

- i. acknowledgment of receipt (original and revised versions), to authors;
- ii. enquiry about availability to review, to reviewers;

- iii. letter with reviewing instructions, to reviewers;
- iv. request for revision, to authors;
- v. decision letters (rejection, acceptance, conditional acceptance), to authors;
- vi. request for clarification regarding copyright, ethical/institutional review board approval, authorship etc., to authors;
- vii. feedback, to reviewers.

## **12. Establishing a peer review system**

The quality of a journal depends on the quality of its content, and reviewers play a vital role in advising the editor. The first step in establishing a peer review system is to define the review policy. There are three basic models:

- i. double-anonymous review: neither the reviewers nor the authors know each other's identity;
- ii. single-anonymous review: the reviewers know the identity of the authors, but the authors do not know who the reviewers are; and
- iii. open review: both authors and reviewers know each other's identity.

All new and established UDSM journals shall ensure consistency on the peer review process of the journal.

## **13. Suggestions to enlarge pool of reviewers**

All new and established UDSM journals shall maintain a large pool of reviewers by:

- i. asking colleagues;
- ii. asking the authors to suggest names of reviewers;
- iii. searching suitable databases (e.g., PubMed) to

- identify people working in the same area;
- iv. asking members of the editorial board to suggest potential reviewers;
- v. asking respected reviewers to suggest and mentor new (junior) reviewers;
- vi. using the reference lists in the articles; and
- vii. the e-mail addresses of many of the authors can be found on the internet.

Any new established UDSM journal shall submit a list of potential reviewers.





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