UNIVERSITY OF DAR ES SALAAM

GUIDELINES FOR OUTREACH PROGRAMMES

PREPARED BY THE OFFICE OF THE DEPUTY VICE CHANCELLOR

(RESEARCH)

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FOREWORD

The University of Dar es Salaam (UDSM) is pleased to introduce the Guidelines for Outreach Programmes. These guidelines have been developed as part of the Higher Education for Economic Transformation (HEET) project, funded by the World Bank, and aims to enhance the University's outreach initiatives by providing procedures for identifying, managing, and supporting outreach programmes. The guidelines also facilitate collaborations with stakeholders in outreach programmes. They provide mechanisms for strengthening the University's linkages with the community and industry, and promote the development of strategic partnerships between the University and other institutions. Through these guidelines, UDSM aims to address social economic needs and promote the uptake of research and innovation outputs. Furthermore, the University seeks to empower underserved and vulnerable community groups by providing free access to dedicated outreach programmes.

The scope of these guidelines covers local and international stakeholders, including the public sector, the private sector and the community at large. UDSM is committed to implementing these guidelines effectively and efficiently and contributing significantly to the University's outreach efforts. UDSM would like to express our appreciation to all those who have contributed to the development of these guidelines and to acknowledge the financial support from Tanzania's Ministry of Education, Science and Technology (MoEST) through the Higher Education for Economic Transformation (HEET) project, under World Bank (WB) funding, as well as the contribution of stakeholders and Committee members who so generously gave their time to complete these guidelines.

We hope these guidelines will be useful for enhancing the University's outreach programmes and promoting collaborations with other institutions.

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Vice Chancellor
University of Dar es Salaam

Abbreviations and Acronyms

CCE	Centre for Continuing Education
CEUs	Continuing Education Units
CIDA	Canadian International Development Agency
CMU	Communication and Marketing Unit
CSR	Corporate Social Responsibility
DAAD	DeutscherAkademischerAustauschdienst
DIEN	Directorate of Innovation and Entrepreneurship
DPS	Directorate of Public Services
DVC	Deputy Vice Chancellor
ERB	Engineers Registration Board
FAO	Food and Agriculture Organization
FSDT	Financial Sector Deepening Trust
FGDs	Focus Group Discussions
GGM	Geita Gold Mine
HEET	Higher Education for Economic Transformation
MoEST	Ministry of Education, Science and Technology
NBAA	National Board of Accountants and Auditors
SIDA	Swedish International Development Cooperation Agency
SRKEC	Senate Research and Knowledge Exchange Committee
STEM	Science, Technology, Engineering, Mathematics
TCCIA	Tanzania Chamber of Commerce Industry and Agriculture
TCU	Tanzania Commission for Universities
TPSF	Tanzania Private Sector Foundation
TWCC	Tanzania Women Chamber of Commerce

UDSM	University of Dar es Salaam
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNIDO	United Nations Industrial Development Organization
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UOAB	UDSM Outreach Advisory Board
USAID	The United States Agency for International Development
WB	World Bank
WIPO	World Intellectual Property Organization

Definition of Terms and Concepts

Outreach

Outreach refers to efforts by the University to promote awareness and provide leadership in responding to the issues of priority and problems facing society within the national and international context.

Community Engagement

Community engagement is the collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.

Partnership

A partnership is an arrangement where parties, agree to cooperate to advance their mutual interests. The partners in a partnership may be individuals, businesses, interest-based organizations, schools, governments, or combinations. Organizations may partner to increase the likelihood of each achieving their mission and amplify their reach.

Public Sector

The public sector in Tanzania is defined to include government departments and non-profit organizations whose accounts are integrated into the budget as well as public enterprises. The list includes the central and local government departments, trusts and councils, government departmental enterprises, parastatals
and non-profit statutory bodies like the National Museum. Public enterprises include government departmental enterprises which are trading enterprises or ancillary bodies or agencies like agricultural farms, research stations, some utilities, etc., whose finances are integrated directly into the government budget.

Private Sector

The private sector is the part of the economy, sometimes referred to as the citizen sector, which is owned by private groups/companies and individuals, usually as a means of establishment for profit or non-profit, rather than being owned by the government.

1   Introduction

The core functions of the University of Dar es Salaam (UDSM) are teaching, research, community service, and knowledge sharing. Within these functions, one of the main objectives of UDSM is to coordinate and provide outreach programmes to groups of people who might not otherwise have access to them. Globally, large and small, public and private colleges and universities are leaving their ivory towers and putting their resources and skills to use by getting directly involved in addressing societal challenges. As an illustration, in 2005, the Carnegie Foundation for the Advancement of Teaching, which has long been renowned for its classification systems for institutions of higher learning, added a voluntary category for community engagement. Globally, the outreach and engagement agenda has been embraced and advanced by several universities, including UDSM, which many have a similar mission that includes a commitment to public service.

UDSM's vision and mission embrace its role on priority issues and solving problems facing society at the national, regional and global levels. The overall Vision of UDSM is *"to become a leading centre of intellectual wealth spearheading the quest for sustainable and inclusive development"*. This vision is realised by the Mission to "*advance the economic, social and technological development of Tanzania and beyond through excellent teaching and learning, research and knowledge exchange"*. Outreach, referred to under social responsibility is one of the Core Values of the UDSM Vision 2061, which aspires to be a world-class University- *a leading centre in creating and disseminating intellectual wealth for the development of humankind both locally and globally*.

Over the last two decades, UDSM has re-evaluated its enduring core value of service to society. During that period, the Directorate of Public Services (DPS) handled outreach projects and Corporate Social Responsibility (CSR) on behalf of UDSM. Although these units increased the University's outreach efforts in the community and in project-level engagements, the University lacked defined guidelines to regulate, coordinate and organize all types of engagement and outreach programmes. Moreover, there have not been many efforts to link research and outreach at UDSM, which means that ideas and technologies arising from research do not get to the end users in a timely manner or in the form they desire. The need is also justified in the UDSM's Rolling Corporate Strategic Plan 2014 – 2023, which aims for UDSM to become a *leading University in relevant local, national, and international outreach and engagement programs.* Likewise, the guidelines align with the TCU's Handbook for Standards and Guidelines for University Education in Tanzania. The handbook states that "A University is not only responsible for teaching, learning and research but it is also supposed to participate in community engagement and provide service to the community."

The University outreach is generally termed as "a form of scholarship that cuts across teaching, research, and service. It involves generating, transmitting, applying, and preserving knowledge for the direct benefit of external audiences in ways that are consistent with the university vision and mission." In these guidelines, "outreach is defined as efforts by the University to promote awareness and provide leadership in responding to the issues of priority and problems facing the society within the national and international context.

2   Purpose and Specific Objectives

2.1   Purpose

The main purpose of the guidelines is to provide the procedures whereby the University identifies, manages, and supports its outreach programmes.

2.2 Specific objectives

The specific objectives of these guidelines are as follows.

i. To enhance the relevance of the University to the national strategic priorities through addressing social economic needs by offering services, materials and solutions to the public for the advancement of Tanzanians.

ii. To promote community uptake of research and innovation outputs through solving societal problems

iii. To create awareness of the University capabilities and expertise

iv. To promote science, technology, engineering and mathematics (STEM) among students.

v. To enhance experiential learning for students

3 Scope

The guidelines cover outreach programmes implemented in the country, region and global context through engagement with the public sector, private sector and the community.

3.1 Criteria for Selecting Outreach Programmes

The following criteria should be considered when selecting outreach programmes.

i. Programmes with ultimate benefits to impact the quality of life of disadvantaged community groups and the general public

ii. Programmes which ensure sustainability

iii. Programmes implemented by recognised public and private organisations

iv. Programmes that are aligned with the UDSM vision, mission and strategic plan, regulations and by-laws

v. Programmes whose objectives adhere to the constitution of the United Republic of Tanzania.

3.2   Types of Stakeholders

Stakeholders that the University should involve in implementing outreach programmes and engagements include the following.

i.   Students

ii.   Academic, technical and administrative staff, including those in extension

iii.   Communities, firms, organizations and agencies.

4   Outreach Resources

Outreach programmes should be funded with core support from the University's budget, research funds, consultancy, as well as by complementary external funds from the public, private, and non-profit collaborators.

4.1   Financial Resources

i.   All University outreach implementing units shall develop an outreach resource mobilization plan for the respective financial year.

ii.   All University outreach implementing units shall include outreach programmes in their annual budget.

iii.   The University research grants shall incorporate outreach programmes.

iv.   Each University outreach implementation unit shall identify other potential funding sources through donations and sponsorships from strategic collaborators inside and outside the University.
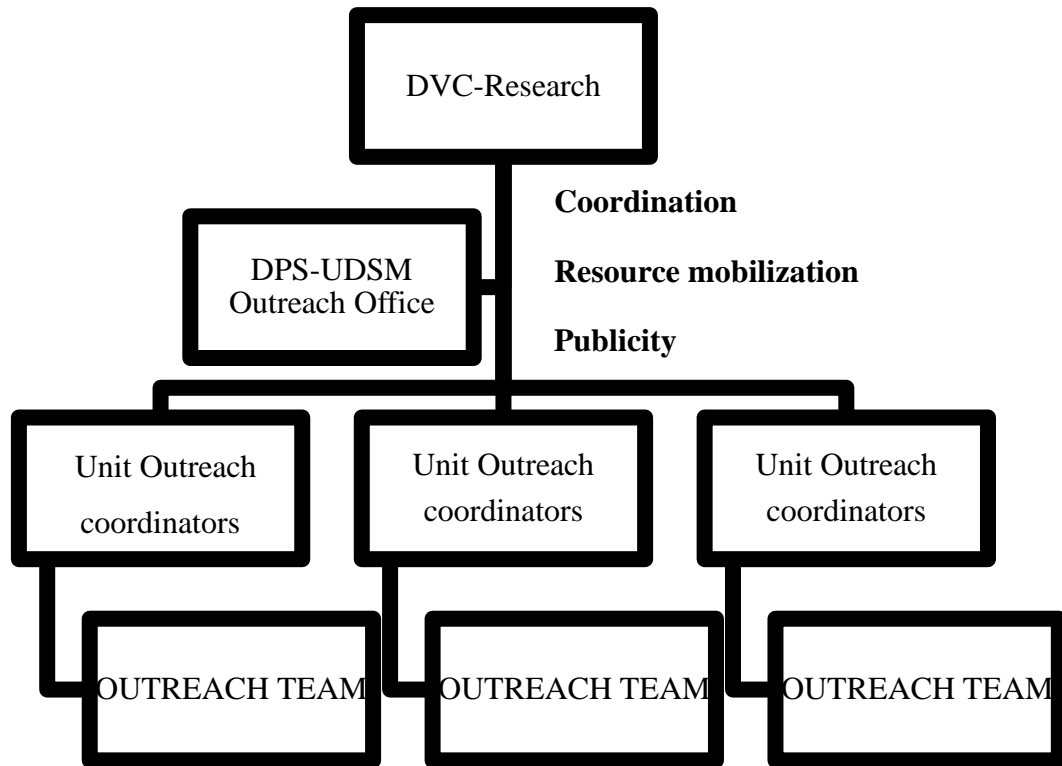
4.2   Non-financial Resources

Each University outreach implementing unit shall develop a profile of their non-financial resources. These include material donations, staff and students volunteering, and University facilities and curriculum.

5   Outreach Organization Structure

The outreach programmes shall be organized into two main levels within the University as follows:

    i.   The Directorate of Public Services (DPS) under the Office of the Deputy Vice Chancellor – Research: This office shall undertake the key functions of coordination, resource mobilization, publicity, monitoring and evaluation.

    ii.   University Outreach implementation Units: These include research centres, institutes, schools, colleges, departments and non-academic units.

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   │   DPS-UDSM        │──────┤
   │  Outreach Office  │      │      **Resource mobilization**
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Figure 1: University Outreach Organization Structure

5.1   Roles and Responsibilities of DPS

The DPS shall have the following responsibilities:

i.   Providing support and advice to the University community on the development and management of outreach programmes

ii.   Preparing University level outreach strategic plan, implementation plan and resource mobilisation plan

iii. Preparing tools for outreach monitoring and evaluation, reporting, plans and budgets at the unit level

iv.   Reporting to the university management on outreach programmes

v. Providing oversight and build capacity of the outreach implementing units

vi. Coordinating all outreach strategic partnerships at the University level

vii. Monitoring and evaluating the performance of strategic partnerships and supporting activities

viii. Identifying and build on the best practices of other institutions and organisations

ix. Identifying and celebrate the university stakeholders who implemented exemplary outreach programmes

x. Publicising approved outreach programmes and share plans with potential partners

5.2 Roles and Responsibilities of University Outreach Implementing Units

Heads of units shall appoint outreach coordinators, who will have the following responsibilities:

i. Identifying potential outreach programmes at the unit level through mapping of potential beneficiaries and their needs

ii. Preparing outreach plans and budgets

iii. Preparing outreach action plans and reports

iv. Establishing potential collaborations for the outreach programmes

v. Managing strategic partnerships at the unity level

vi. Recruiting students to be engaged in outreach programmes

vii. Searching for useful research outputs to be shared with the community

viii. Safeguarding innovations with the potential for intellectual property rights before using them in outreach programmes

ix. Monitoring and evaluate outreach implementation at the Unit level

6   Forms and Delivery of Outreach Programmes

6.1   Forms of Outreach Programmes

The University of Dar es Salaam is a multidisciplinary university with a large potential for diverse outreach programmes. The engagement can cover the following areas:

i.   **Technical assistance:** This includes expert advice and innovative solutions from university experts as part of formal university-sponsored outreach programmes.

ii.   **Health reach:** This includes diagnostic services, consultation, health awareness and promotion, and therapy provided by the University.

iii.   **School support:** This includes the provision of support on education facilities, training materials (e.g., books), teaching services, as well as awareness and sensitisation activities (e.g., STEM for girls) to support primary and secondary school students.

iv.   **University open day:** This can be done to give prospective stakeholders insights into what it is like to study at the University of Dar es Salaam and her outreach programmes.

v.   **Extension services:** This includes providing non-formal educational programmes that help people use research-based knowledge to improve their lives.

vi.   **Coaching, mentorship and professional advice:** This includes sharing knowledge, skills, experiences and guidance to help others develop, grow and reach their full potential.

vii.   **Environmental sustainability:** This includes the UDSM community, potential beneficiaries and partners to engage in environmental conservation programmes for sustainability.

viii.   **Donations:** These include all sorts of materials provided to those in need. Examples include food, clothing, books, construction materials etc.

ix.   **Scholarships:** These include financial support provided to UDSM students who come from low-income families and cannot afford to pay for their studies.

x. **Other forms of outreach:** These may include engagement in activities that link the University with the national and international agenda (e.g., World Environment Day, World AIDS Day, Women's Day, etc.).

6.2 Outreach Delivery

i. Outreach annual plans should indicate the means of delivery.

ii. The University shall use physical and virtual means to deliver outreach programmes.

7 Identification of Potential Outreach Programmes

There are four strategies that the University could use to identify potential outreach programmes. These are outlined below.

i. **Demand-driven:** These are outreach programmes identified by potential beneficiaries or partners.

ii. **Supply-driven:** These are outreach programmes identified by the University and planned every year (flagship outreach programmes).

iii. **Participatory Programmes:** These are outreach programmes jointly identified between the University and other potential stakeholders or beneficiaries, especially those with common interests.

iv. **Activity or Project-based Programmes:** These are outreach programmes identified in research and innovation projects.

8 Outreach Collaboration Management

8.1 Outreach Management

Outreach collaboration management describes the mechanisms used in planning, coordinating, monitoring and reporting the interactions and joint efforts with partners implementing outreach programmes. The outreach implementing units are charged with the following duties.

i. Developing a partnership database as the central repository of partnering programmes

ii. Adopting mechanisms for information sharing and joint decision-making

iii. Developing a communication plan

iv. Establishing a coordination plan (e.g., annual meetings, teams, etc.)

v. Ensuring partner engagement at an early stage of planning for outreach

vi. Developing a partnership implementation plan

vii. Developing a risk management plan

viii. Developing outreach monitoring and evaluation plan.

8.2 Dispute Resolution

In the course of the outreach implementation, a situation may develop where one or more of the following incidences may happen.

i. A breakdown in communication between the University outreach implementation unit and its partner.

ii. Partner's non-compliance with agreed terms and conditions.

iii. A hostile relationship between the University outreach implementing unit and the partner.

In such situations, the management of an outreach implementing unit should solve the problems amicably[1]. If there is a need for legal action, the case should be reported to the University Legal Unit.

8.3 Partnership Portfolios

Portfolios of partnership may include the following:

8.3.1 Partnerships with Government and Non-Government Agencies

These include Local Government Authorities (LGAs), Ministries, Departments and Agencies (MDAs). Such partners include public agencies, universities and research institutions, the media, etc.

8.3.2 Partnerships with International Organisations and Non-Government Organisations

Examples of these organisations include the World Bank, FSDT, UN Women, WIPO, UNEP, UNDP, UNIDO, UNESCO, FAO, UNFPA, UNFCCC, SIDA, CIDA, USAID and DAAD.

8.3.3 Partnerships with the Industry

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[1] Call for a partner meeting to discuss the problem; write an official communication to the partners on the problems.

Partnerships may be made with individual firms such as SUPERDOL, Geita Gold Mine (GGM), Kilombero Sugar Company Limited, and telecommunication companies. It can also be between the University and business associations and federations such as the Tanzania Private Sector Foundation (TPSF), Tanzania Chamber of Commerce Industry and Agriculture (TCCIA) and Tanzania Women Chamber of Commerce (TWCC). University-industry partners can also be with professional bodies such as the National Board of Accountants and Auditors (NBAA) and Engineers Registration Board (ERB).

8.3.4 Partnerships with Philanthropists and Foundations

These partners include national-level philanthropists who support disadvantaged students and provide scholarships to STEM students. These include individuals, foundations and firms. Possible partners include the MO Dewji Foundation, Shells Tanzania and Equinor.

9 Reporting for Outreach Programmes

Exact reporting formats and dates for submission of reports shall be set out in agreements with implementing partners. In doing this, the following components should be considered.

i. Outreach programmes supported through employee volunteer hours will be required to sign contract letters specifying reporting requirements.

ii. The Outreach Coordinator of each implementing unit shall report to the Unit Executive/Management Committee on all outreach programmes through progress reports. The report should include financial reports, programmes and outcomes.

iii. The outreach implementation units shall regularly report to all staff on the outreach progress through the identified communication channels.

iv. The Unit Executive/Management Committee shall send outreach reports to the University Outreach Office (DPS) bi-annually.

v.   All outreach reports shall be presented in the respective University organs such a Senate Research and Knowledge Exchange Committee (SRKEC).

vi.   Outreach programmes engaging students should be reported to the specific student associations and DARUSO.

10   Outreach Branding, Publicity and Communication

i.   Branding of UDSM's outreach programmes shall comply with the University's overall branding manual and branding strategy.

ii.   The outreach implementing units shall widely publicise and communicate their outreach programmes to keep the community informed.

iii.   The outreach implementing units shall use the University's Media (Mlimani Radio, Mlimani TV, Website and Newsletters) and approved social media platforms to publicise its outreach programmes.

iv.   The University's Communication and Marketing Unit (CMU) shall work closely with outreach implementing Units to ensure that all branding standards are followed consistently across all outreach initiatives.

11   Outreach Application

i.   The University website shall be used to invite external partners and students to engage with university outreach programmes.

ii.   The University website shall provide an online application platform for outreach programmes.

iii.   All University outreach calendars shall be posted on the University website.