



University of Dar es Salaam



Volume  
08

UDSM-HEET

# Newsletter

Issue of July - October 2025



Stakeholder Engagement Drives Success  
and Lasting Benefits for UDSM's HEET Project

Page  
25

*Inside this issue...*

Page  
8

Curriculum Update  
Reaches Final Milestone



Page  
11

UDSM Leads as HEET Project  
Hits 74% National Completion



Page  
23

South Sudan Delegation  
Commends HEET Progress at  
UDSM Benchmarking Visit



Higher Education for Economic Transformation

# HEET

# CONTENTS

|    |                                                                                    |
|----|------------------------------------------------------------------------------------|
| 3  | Vice Chancellor's Note                                                             |
| 4  | Statement by the Co-ordinator                                                      |
| 5  | Optimism Rises as HEET Construction Ushers new Opportunities at Buyu - Zanzibar    |
| 6  | Capacity Building: A Game Changer for Academic Excellency and Standards at UDSM    |
| 8  | Curriculum Update Hits Finish Line with 32 New Programmes Approved for 2025/2026   |
| 9  | UDSM Industrial Placement Programme Transforms Academic Outlook                    |
| 10 | GRM Mechanism Sparks Effective Compliance in HEET Implementation                   |
| 11 | UDSM Leads as HEET Project Hits 74% National Completion                            |
| 13 | Modern Facilities Transform Special Needs Education at UDSM                        |
| 14 | Induction Workshop Champions Leadership for Research and Innovation                |
| 15 | Message from the Deputy Co-ordinator                                               |
| 16 | Editorial                                                                          |
| 18 | Gallery                                                                            |
| 20 | KASEMA Initiatives Foster HEET Project Sustainability and Community Engagement     |
| 22 | Safety Measures and Community Engagement Bolster HEET Project Implementation       |
| 23 | South Sudan Delegation Commends HEET Progress at UDSM                              |
| 25 | Stakeholder Engagement Drives Success and Lasting Benefits for UDSM's HEET Project |
| 27 | HEET Equips UDSM for 98 Online and Blended Programmes                              |

# Vice Chancellor's Note

**Prof. William A. L. Anangisye**

**Vice Chancellor**



It is my great pleasure to welcome you to the eighth edition of the UDSM-HEET Newsletter. On behalf of the University Management, and as Vice-Chancellor, I am committed to ensuring our stakeholders are fully apprised of the project's progress, and this publication is a key part of that pledge.

My office continues to oversee the rigorous monitoring and evaluation of the Project to guarantee the achievement of our stated Development Objectives. I am proud to share the significant advancements made since our last issue.

I am particularly delighted by the substantial progress on revising our academic curricula, with thirty-two of our programmes now accredited by the Tanzania Commission for Universities. Furthermore, construction activities under my purview proceed excellently, and the procurement process for furniture and teaching equipment has reached the contract signing stage.

My leadership team has now developed and approved the operational plans for the new campuses and a comprehensive sustainability strategy for the post-project period. I recognise that the long-term financial sustainability of these outcomes is paramount, and my focus is on increasing revenue generation through teaching, research, and consultancy.

As we approach the completion of construction and the launch of the new campuses, challenges regarding accommodation and essential services remain. I view these not as obstacles, but as opportunities for investment and extend a personal encouragement to private entities and public-private partnerships to engage with my office to address these needs.

I welcome you all to this edition and trust you will find it informative.

# Statement by the Co-ordinator



**Prof. Bernadeta Killian**

**UDSM-HEET Coordinator**

This period offers another opportunity for reflection on the considerable progress achieved in the implementation of the HEET Project at the University of Dar es Salaam.

Construction across all six project lots in Dar es Salaam, Zanzibar, Lindi, and Kagera is nearing completion. Concurrently, preparatory work for equipping these new facilities is well advanced. The contract for the supply and installation of furniture is at the signing stage, and expert panels have completed the evaluation of tenders for teaching and learning equipment. We anticipate contracts will be signed imminently, with deliveries commencing by December 2025. Furthermore, the installation of multimedia facilities in existing lecture theatres is complete and will be operational for the 2025/2026 academic year.

In academic development, the University Senate has approved 248 updated curricula. Of these, 237 have been submitted for accreditation, and we are delighted to confirm that 32 programmes have already received accreditation from the Tanzania Commission for Universities.

To promote applied research, an event was successfully organised in March 2025, providing a platform for innovators to present their work to potential investors for commercialisation. This initiative is planned to continue.

Regarding industry linkages, the Industrial Advisory Committees (IACs) continue to meet regularly. Twenty-two of a targeted twenty-five Memoranda of Understanding (MoUs) with various companies have been signed. Thirty-five academic and technical staff have completed industry placements, with a further thirty-six commencing placements by mid-September 2025.

Digitisation efforts continue to yield positive results. Key activities concerning network infrastructure are at the post-qualification stage. The enhancement of our Moodle LMS, MOOC, and OER platforms has driven a significant 180% increase in registered courses since 2022. The development of the UDSM Online Journal System (OJS) was completed in December 2024, and the number of published journal issues has since increased by 44%.

The progress of our staff pursuing studies through HEET scholarship is promising while those who completed their studies have resumed their office duties.

Overall, project implementation remains on track. We extend our sincere appreciation for the steadfast support and cooperation from all our stakeholders, which has been instrumental in these achievements.

# Optimism Rises as HEET Construction Ushers New Opportunities at Buyu - Zanzibar

*By Zamda George, UDSM-HEET*



**Positive Results:** A new administration and academic building constructed under HEET project at UDSM Institute of Marine Sciences (IMS), Buyu, Zanzibar, in its completion stages, as captured in September, 2025.



**Collaboration:** A section of residents of Itahwa ward, in Bukoba, Kagera where UDSM Kagera campus is being constructed participate in stakeholders meeting with UDSM-HEET experts to discuss progress of the HEET project implementation and establishment of the new campus in their area.

As the Higher Education for Economic Transformation (HEET) project nears completion at the Institute of Marine Sciences (IMS) in Buyu, Zanzibar, a wave of optimism is sweeping through the community.

The new academic, administrative, and hostel facilities are not only strengthening marine research and expanding educational opportunities but also fuelling social and economic growth in the area.

According to Ms. Fatuma Juma, Secretary of the UDSM-HEET Grievances Redress Mechanism (KASEMA) at Buyu, the changes are already visible. She describes the area as “a changing Buyu”.

“Because of the ongoing construction, Buyu is vibrant. We have witnessed new shops, *Mama Ntilie* food kiosks, modern housing, and commercial buildings springing up quickly. We expect even greater changes once the new laboratories are operational,” she said.

Her remarks highlight how the HEET project is transforming Buyu into a hub of both academic excellence and community development.

Fishermen from the area are also hopeful. Mr. Faki Ali believes the new IMS laboratories will open doors to innovation that directly benefits their livelihoods. “I hope the research and education carried out in these facilities will bring new technologies and innovations to strengthen our fishing activities and improve the welfare of Zanzibar’s fishermen”.

Through World Bank funding, UDSM is building two new facilities at IMS Buyu, one for administration

and another for academics, featuring lecture theatres, laboratories, offices, and a modern conference hall.

These add to earlier renovations that have already increased student capacity from 88 to a projected 216. While studies continue in refurbished spaces, the new buildings are set to open soon, sparking even greater anticipation among the Buyu community.

For residents, the impact is already tangible. Maalim Kombo, a long-time Buyu resident, says the project will boost Zanzibar’s Blue Economy. “The development of IMS Buyu belongs to all of Zanzibar. These laboratories will help us find solutions in blue farming and drive the sustainable growth of our Blue Economy”.

Even transport services are feeling the shift. Bodaboda rider Ahmed Mfaume shared: “Every time I take a passenger to Buyu, I see new changes: the roads are improving, new buildings are rising, and the number of trips on this route has increased greatly thanks to the ongoing projects.”

As IMS Buyu prepares to unveil its state-of-the-art second phase with modern offices, conference halls, and laboratories, excitement is building. From small businesses and transport services to fishing innovations and the island’s Blue Economy, the ripple effects are being felt across Zanzibar.

The HEET initiative at IMS stands not just as a symbol of academic progress, but also as a powerful catalyst for community transformation where science, innovation, and livelihoods advance hand in hand.

# Capacity Building: A Game Changer for Academic Excellency and Standards at UDSM

*By Renancy Remmy and Donald Boneka, UDSM-HEET*



**Mr. Gabriel Mwaijande Paul**

Geotechnical Engineering MSc (Eng),  
University of Leeds, United Kingdom



**Ms. Angelina William**

MSc Food Science,  
University of Reading, United Kingdom

The University of Dar es Salaam (UDSM) is experiencing a significant boost in academic standards and institutional decision-making through its Capacity Building Initiative under the Higher Education for Economic Transformation (HEET) Project.

The initiative has made notable progress in curriculum development and academic reform through a series of well-structured long-term and short-term programmes. These efforts are aimed at enhancing institutional performance, sustainability, and relevance in the global academic landscape.

According to Dr. Emmanuel Stephen Matee, UDSM-HEET Capacity Building Specialist, the programme is built on deliberate and structured efforts to enhance knowledge, skills, competencies, and institutional systems.

“UDSM has awarded 29 scholarships to academic staff for PhD and Master’s programmes at world-class universities as part of this long-term initiative. Many Master’s degree candidates have already graduated, while others are on track to complete their studies. These highly trained academics will return to strengthen UDSM’s teaching and research capabilities along the reviewed curriculum,” he said.

Dr. Matee added that short-term targeted interventions have reached a wide spectrum of UDSM staff, including top management, technical teams, and young faculty. “Key initiatives included short trainings, leadership benchmarking visits, whereby senior UDSM leaders visited renowned global universities to learn best practices in governance, strategic collaborations, financing, and academic innovation”.

Prof. Nelson Boniface, UDSM Deputy Vice Chancellor-Research, underscored the university’s commitment to developing human capital and institutional systems. “In capacity building, the University is investing in people and systems to create a ripple effect that extends beyond UDSM.

Our graduates, research outputs, and partnerships will directly impact industries, communities, and policy reforms”.

He further emphasised UDSM’s goal of sustaining these achievements through continuous professional development, the promotion of innovation ecosystems, and the building of resilient academic structures.

“UDSM is committed to sustaining these gains by institutionalising continuous professional development, fostering innovation ecosystems, and building resilient academic structures. The university envisions playing a pivotal role not only in transforming higher education but also in addressing societal challenges such as unemployment, gender disparities, and technological gaps,” he added.

“The ultimate goal is to ensure that the University of Dar es Salaam remains at the forefront of higher education in Africa, driving change that resonates locally, regionally, and globally,” he said.

Meanwhile, Prof. Donatha Tibuhwa, Director of Quality Assurance at UDSM, highlighted the tangible outcomes of the capacity building interventions. “The trainings have empowered our leadership teams and academic staff to think strategically and act decisively. We are now better equipped to design responsive curricula, foster inter-unit collaboration, and ensure continuous improvement in quality assurance”.

## *Setting new benchmarks in academic excellence*

Dr. Matee also pointed out that the capacity building programme has helped UDSM set new benchmarks in academic excellence and institutional development.

“In the capacity building initiative, UDSM has been setting new benchmarks in academic excellence and institutional

***Continues on page 7...***

...from page 6

growth through an accurately planned set of programmes which are strategically designed to align with global higher education trends while addressing Tanzania's development priorities and the world's evolving human resource demands," he said.

"Capacity building represents a transformative pathway that elevates governance, teaching, research, innovation, and service delivery to new heights. Its programmes form a critical component of UDSM's long-term strategy to remain a leading centre of learning and innovation in Africa. By focusing on both people and infrastructure, we are bridging the gap between academic theory and industry needs while ensuring sustainability beyond the lifespan of the HEET Project," he added.

He further noted that a globally relevant curriculum has been developed under HEET to address both current and future labour market demands.

"However, to implement such a curriculum effectively, UDSM recognised the need for highly skilled staff and modern facilities. This led to the creation of a robust capacity-building framework featuring both long-term and short-term training initiatives," said Dr. Matee.

Additionally, specialised workshops have been conducted on gender issues, disability inclusion, postgraduate supervision, balancing academic and administrative duties for women in leadership roles, and technical skills development. These workshops have aimed to enhance competencies for laboratory and workshop staff in line with modern technological standards.

"These initiatives have equipped our staff with specific skills and knowledge, such as strategic thinking, digital literacy, and leadership skills, which are crucial for the success of the revised curriculum and the overall development of UDSM," said Dr. Matee.

Dr. Lulu Mahai, Director of Social Services and UDSM-HEET Gender Coordinator praised the inclusive design of the programmes. "The specialised workshops have given



**Dr. Emmanuel Matee,**  
UDSM-HEET capacity building specialist

our teams the tools they need to ensure equity, inclusion, and efficiency in our service delivery. This directly translates to a more student-centred and globally competitive university".

The programmes have been strategically structured to maximise their institutional impact. Key beneficiaries included UDSM top management, principals, deans, heads of major units, young academic and technical staff, women academicians with administrative roles, and HEET Project Implementation Unit (PIU) managers. The delivery approaches include benchmarking visits, formal training sessions, and industrial attachments that combine theoretical insights with hands-on experience.

The capacity building initiative is already yielding measurable outcomes. These include improved strategic decision-making, strengthened collaboration across academic and administrative units, increased accountability, innovative teaching and governance methods, and improved sustainability of HEET investments.

Community and institutional stakeholders have also started witnessing the ripple effects. A faculty member from the Department of Electrical Engineering in the College of Engineering and Technology, who recently completed studies abroad, shared: "The exposure I received has fundamentally transformed my approach to teaching and research. I now integrate more practical, industry-oriented methods, which my students have found very engaging".

This example illustrates how the HEET capacity building efforts are not only benefiting university staff and students but are also contributing to the wider community by producing more capable graduates and impactful research.

The UDSM capacity building model is contributing to Tanzania's ongoing higher education reform efforts and supporting the national agenda for a skilled workforce in line with Vision 2050 and the Sustainable Development Goals. On a global level, it positions UDSM as a reliable partner in international academic and research collaborations.

By focusing on the development of both human resources and institutional systems, the HEET Capacity Building Initiative is helping UDSM emerge as a transformative force in higher education, locally and beyond.



**Strategic Leadership:** Deputy Permanent Secretary in the President's Office – Public Service Management and Good Governance, Mr Xavier Daud (seated- Centre) with a section of UDSM Management and staff, led by the University Council Chairperson, Hon. Ambassador Mwanaidi Sinare Maajar (seated-3rd right) and Vice Chancellor, Prof. William A. L. Anangisye (seated 3rd-left), after the Deputy PS officiated UDSM leaders induction seminar at Kibaha Leadership School, in June, 2025.

# Curriculum Update Hits Finish Line with 32 New Programmes Approved for 2025/2026

By Ally Mambele, UDSM-HEET



**Proper Direction:** The Chancellor of the University of Dar es Salaam and former President of the United Republic of Tanzania, Dr. Jakaya Mrisho Kikwete (centre) makes a point when he visited Itahwa and Kangabusharo villages where the new UDSM Kagera campus is located. The Chancellor was accompanied by other UDSM leaders and staff led by the Vice Chancellor, Prof. William A. L. Anangisye (right-front row).

The University of Dar es Salaam (UDSM) is nearing the completion of a landmark transformation of its academic curriculum portfolio, a central pillar of the transformative Higher Education for Economic Transformation (HEET) Project.

In an exclusive interview, Dr. Geradius Kikumi, Coordinator at the Directorate of Undergraduate Studies and a member of the UDSM curriculum review team, highlighted the significant progress. He noted that nearly all targeted programmes have been submitted, with many already accredited by the regulators.

“The momentum behind this curriculum transformation is tremendous. We are in the final stages of a process that will redefine academic excellence at UDSM. We have successfully submitted 239 of the 250 programmes slated for review to the Tanzania Commission for Universities (TCU) for ratification and accreditation, covering both undergraduate and postgraduate levels,” said Dr. Kikumi.

He further confirmed that the TCU has officially accredited 32 programmes to be offered in the 2025/2026 academic year. “This milestone represents the first tangible outcomes of the review: contemporary, relevant curricula designed to prepare the next generation of leaders and innovators.”

He added: “A defining feature of the new programmes is the integration of technology in teaching and learning. About 40% of the accredited programmes will adopt a blended learning model, combining face-to-face instruction with online delivery. This flexible approach aims to enhance accessibility while maintaining academic rigour.”

Dr. Kikumi noted that among the accredited programmes, the Bachelor of Science in Physics (Medical Physics) stands out as a flagship initiative. “This programme is a testament to UDSM’s vision of addressing critical, high-impact areas. It will equip graduates with the expertise to manage advanced medical imaging and radiation therapy technologies, directly contributing to improved healthcare outcomes in Tanzania and across Africa.”

Earlier, Prof. Masoud Muruke, UDSM-HEET Coordinator of Curriculum Review, stated that the accomplishment reflected the University’s commitment to revitalising its academic offerings and preparing students for the dynamic global job market. The process considered key components aimed at enhancing the quality and relevance of UDSM’s academic programmes.

“The curriculum review process is not just about updating courses; it is about transforming how we educate our students to meet the demands of a rapidly changing world. We are ensuring that our graduates are equipped with the right skills and knowledge to thrive,” said Prof. Muruke.

He explained that the review began with a thorough assessment of existing programmes. Faculty, external experts, and industry stakeholders provided critical feedback, identifying areas for improvement.

The process was further enhanced by benchmarking visits to leading institutions in South Africa, Ghana, South Korea, and Germany. These visits offered valuable insights into global best practices in curriculum governance and design.

The successful accreditation of these programmes marks a pivotal achievement for the HEET Project, reinforcing UDSM’s role as a leader in educational innovation and economic transformation. The university community now looks forward to the introduction of the transformed curricula in the 2025/2026 academic year.



**Triumphant Joy:** A section of graduands of the 53<sup>rd</sup> UDSM Graduation in a jovial gesture during the academic procession for the graduation ceremony held at Mlimani City Hall in November, 2023.

# UDSM Industrial Placement Programme Transforms Academic Outlook

*By Zamda George, UDSM-HEET*



**Transformative Vision:** UDSM Deputy Vice Chancellor-Research, Prof. Nelson Boniface (right) leads the 4th Industrial Advisory Committee meeting for the Humanities, Social Sciences and Resource Management Cluster at UDSM recently.

Academic staff from the University of Dar es Salaam (UDSM) have hailed the second cohort of the University Staff Placement Programme as a transformative, career-defining experience.

The initiative, part of the Higher Education for Economic Transformation (HEET) Project, is strategically designed to fortify academia-industry linkages by immersing lecturers in real-world professional environments.

Spanning critical sectors from petroleum and energy to textiles, ICT, aquaculture, and transportation, the programme directly addresses the gap between theoretical knowledge and its practical application in Tanzania's key economic industries.

A standout participant this year was Dr. Rachel Sabuni, a lecturer at UDSM's Institute of Marine Sciences (IMS) in Zanzibar. Her placement at the Songo Songo Gas Plant in Lindi Region offered an unparalleled view of Tanzania's gas operations and regulatory framework, facilitated alongside the Director General of the Petroleum Upstream Regulatory Authority (PURA) and plant management.

"This placement provided me with first-hand insight into how gas operations are managed and regulated, an invaluable experience I am eager to integrate into my teaching. Witnessing these operations up close has profoundly enriched my perspective, and I look forward to inspiring the next generation of engineers with this practical knowledge," said Dr. Sabuni.

The placement was strongly supported by PURA, a key HEET partner committed to enhancing regulatory capacity through academic collaboration. Mr. Leonard Ndau, a Petroleum Engineer at PURA, praised the initiative: "The UDSM Staff Placement Programme is a commendable effort



**In Practice:** Ms. Catherine James (left), a staff member from the University of Dar es Salaam College of Engineering and Technology (CoET) takes part in the staff placement programme, focusing on textile dyeing and sustainability at Sunflag Tanzania Ltd in Arusha, in April, 2025. Looking on is one of the company's staff members.

that effectively bridges academic knowledge with industrial practice."

He emphasised the mutual benefits of the exchange: UDSM staff gain real-world insights, while PURA benefits from fresh academic perspectives. "This initiative lays a strong foundation for a deeper partnership between PURA and UDSM. By collaborating closely, we can ensure that both teaching and research remain directly aligned with the evolving needs of the industry and the nation."

Mr. Ndau also commended the professionalism and adaptability demonstrated by UDSM staff during technical and regulatory discussions, suggesting that extended future placements could yield even greater impact.

## ***Diverse Sectors, Practical Learning***

The programme's scope extended far beyond petroleum, with UDSM academics gaining hands-on experience across a diverse range of sectors. In the energy sector, Ms. Heavenlight Munisi from the College of Engineering and Technology (CoET) joined field teams at Pivotech Company, translating her engineering expertise into practical generator maintenance and repair skills.

In automotive technology, Mr. Lusajo Mwamakula, also from CoET, worked with the Tanzania Electrical, Mechanical and Electronics Services Agency (TEMESA) in Kigoma, mastering essential vehicle body repair techniques like scrubbing, filling, and painting.

In the textiles sector, Ms. Catherine James (CoET) focused on textile dyeing and sustainability at Sunflag Tanzania Ltd in Arusha, while her colleagues explored wastewater recycling and quality control processes.

***Continues on page 26...***

# GRM Mechanism Sparks Effective Compliance in HEET Implementation

*By Jackson Isdory, UDSM-HEET*



**Community Engagement:** Dr. Armstrong Matogwa, member of UDSM-HEET Institutional Monitoring, Evaluation and Lessons Learned (MELL) Committee displays Grievances Redress Mechanism (GRM) tools to residents of Ngongo UDSM site (not pictured) in 2024.



**Safety and Security:** UDSM Deputy Vice Chancellor-Planning, Finance and Administration and HEET Project Coordinator, Prof. Bernadeta Killian (2<sup>nd</sup>-left) and HEET Deputy Coordinator, Prof. Liberato Haule, at a meeting with members of the Grievances Redress Mechanism (GRM) committee at UDSM-HEET Lindi site in 2024

The University of Dar es Salaam (UDSM) has reinforced compliance in project implementation through the successful deployment of the Grievance Redress Mechanism (GRM) under the Higher Education for Economic Transformation (HEET) initiative.

Prof. William A. L. Anangisye, Vice Chancellor of UDSM, stated that the GRM has played a significant role in fostering trust and accountability in project implementation and community engagement.

“As a university, we have a moral and institutional responsibility to ensure that development is inclusive, transparent, and sustainable. The GRM has embodied this commitment by giving all stakeholders, from government officials to residents, a voice in shaping the future of higher education. Its role in fostering trust and accountability helps stakeholders feel secure and confident in the project’s management,” said Prof. Anangisye.

Funded by the Government of the United Republic of Tanzania with support from the World Bank, the HEET Project seeks to transform higher education to meet the nation’s growing economic and regional development needs. It focuses on infrastructure development, research, innovation, and capacity building.

Dr. Edmund Mabhuye, UDSM-HEET Environmental Development Specialist said that, with activities spread across multiple sites nationwide, the GRM has emerged as a critical tool for resolving grievances, promoting accountability, and safeguarding the sustainability of outcomes.

“These sites have not only adopted compliance frameworks that integrate Environmental, Social, and Governance (ESG) principles but have also brought about positive transformation in local communities,” said Dr. Mabhuye.

He explained that the sites have integrated specific ESG principles, such as sustainable construction practices, community development, and fair employment practices. Key drivers for success include inclusivity, timely conflict resolution, cultural sensitivity, and transparent feedback mechanisms. Together, these elements foster a strong sense of ownership among stakeholders and enhance service delivery.

*Continues on page 24...*



**Stakeholders Engagement:** Mapping and training on Gender-Based Violence (GBV) to service providers at UDSM-HEET construction site at the Institute of Marine Sciences (IMS), Buyu, Zanzibar led by UDSM-HEET Gender Coordinator and Director, Institute of Gender Studies Dr. Lulu Mahai (left-standing).

# UDSM Leads as HEET Project Hits 74% National Completion

*By Wilson Remmy, UDSM-HEET*



**New beginning:** A new business building, constructed under HEET project, which consist of spaces for cafeteria, banking services and others at UDSM Kagera campus.

The Higher Education for Economic Transformation (HEET) project is on track to revolutionise Tanzania's academic landscape, having achieved 74% implementation nationwide. The University of Dar es Salaam (UDSM) is at the forefront of this initiative, reporting exceptional progress as the project advances toward its July 2026 deadline.

The update was announced during the National Coordinators Meeting hosted at UDSM from September 15–18, 2025. The National Project Coordinator, Dr. Kennedy Hosea, hailed the milestone as a testament to strategic execution and unwavering commitment from all participating institutions.

“Reaching this significant milestone reflects not only meticulous planning but also the profound dedication of our implementing institutions. We are fully committed to completing this transformative project on schedule,” stated Dr. Hosea.

Representing the UDSM Vice Chancellor, Deputy Vice Chancellor, Research, Professor Nelson Boniface, emphasised the power of collaboration. “This forum is essential for sharing best practices, strengthening synergies, and ensuring the project fully achieves its ambitious national objectives,” he said.



**Going Digital:** A section of UDSM Management and Staff after the launch of capacity building training on delivering online and blended programmes, held at the University of Dar es Salaam Library Auditorium on 6 October, 2025.



**Bright Outlook:** The National Coordinator of the Higher Education for Economic Transformation, Dr. Kennedy Hosea speaks at the project coordinators meeting held recently in September, 2025 at the University of Dar es Salaam. Ratiorep eleste nam,

The meeting convened project coordinators, technical experts, and specialists in monitoring, ICT, environmental compliance, industry relations, and communications from across the country.

## UDSM Sets the Pace with 80% Implementation

UDSM's Deputy HEET Project Coordinator, Prof. Liberato Haule, reported that the university has surpassed the national average, reaching 80% implementation as of August 2025. This progress is visible across its campuses, including the Mwalimu Julius Nyerere Mlimani Campus, the Institute of Marine Sciences in Zanzibar, and new campuses in Lindi and Kagera.

The project has driven a tangible infrastructural and digital transformation. “We have renovated and constructed new lecture halls, studios, workshops, and laboratories, upgraded student hostels, and significantly improved accessibility for students with disabilities,” Prof. Haule detailed.

Beyond infrastructure, the project is ensuring academic programmes are directly aligned with economic needs. “Industry experts have been instrumental in upgrading our curricula. Through tracer studies, we have reviewed, removed, and introduced new courses to meet labour market demands, culminating in over 20 programmes now offered using digital technology,” he added.

Prof. Haule also highlighted UDSM's long-term vision, noting the implementation of a ten-year (2022-2032) Smart Campus Roadmap to integrate technology into all academic and administrative operations.

**Continues on page 12...**

....from page 11

### *A Model of Sustainability and Success*

On sustainability, Prof. Haule stressed that plans are in place to ensure HEET's impact endures well beyond the project's conclusion. "Our comprehensive sustainability plan covers infrastructure, curriculum reform, ICT digitalisation, capacity building, gender equity, and environmental initiatives. It has been endorsed by university management and approved by the University Council," he confirmed.

"Crucially, UDSM has successfully achieved 100% of its core project objectives. The first objective related to student and faculty attachments, with a target of 1,369; UDSM far exceeded this by reaching 4,719", said Prof. Haule.

He further said that the second objective required 60 degree programmes to align with labour market needs, and that target has been met in full. "Finally, the third objective to have 23,162 students benefit directly from the project's interventions has also been fully achieved".

Launched in 2022 with a World Bank fund of USD 425 million (approximately TZS 972 billion), the five-year HEET

project aims to modernise Tanzania's higher education system. UDSM's share of the funding is USD 49.5 million.

### *Communicating a National Transformation*

Dr. Hosea commended UDSM for its proactive efforts in publicising the project's benefits and urged other institutions to amplify their outreach. "The HEET project is a cornerstone of national social and economic development. It is crucial that we share these success stories widely," he said.

Elaborating on UDSM's strategy, Dr. Dotto Paul Kuhenga, Head of Communication and Marketing and the UDSM-HEET PR Expert, detailed a multi-faceted approach. "We have secured extensive media coverage, produced regular newsletters, developed promotional materials, and managed active social media channels and a dedicated webpage. Field visits and features at major university events ensure the HEET narrative of transformation is consistently visible."

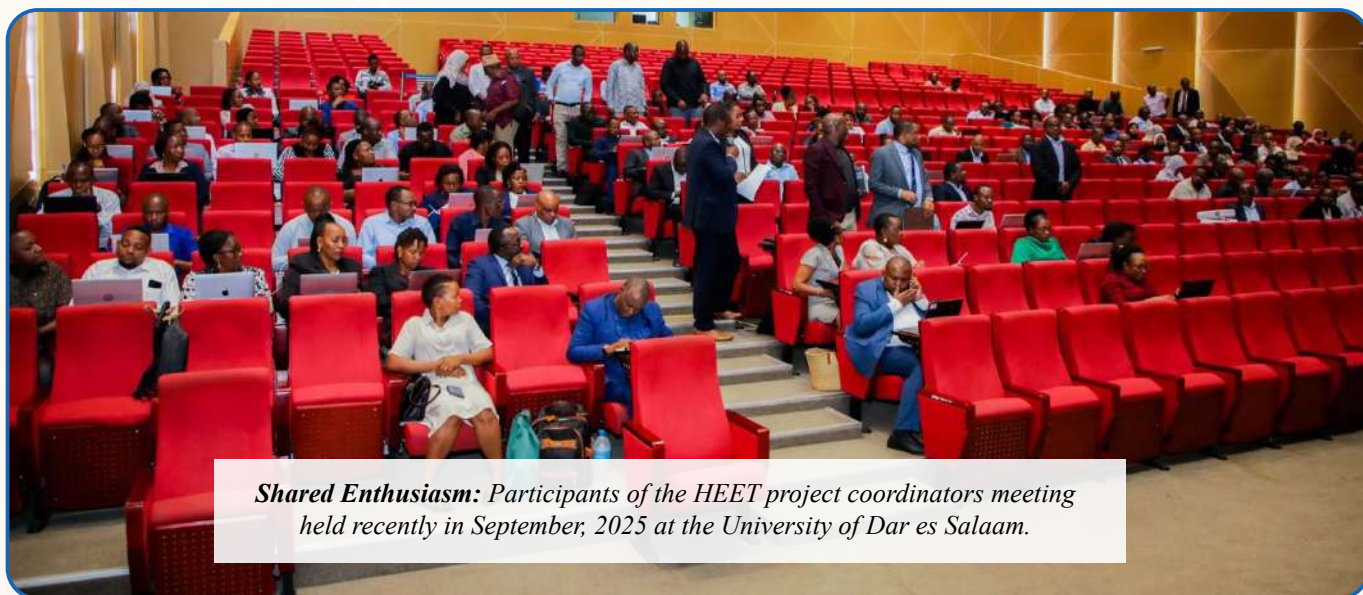
Through these concerted efforts, UDSM continues to demonstrate HEET's pivotal role in building a future-ready higher education system and a robust knowledge economy for Tanzania.



*UDSM Head of Communication and Marketing, and Public Relations and Communication expert for HEET project Dr. Dotto Paul Kuhenga speaks at the project coordinators meeting held recently in September, 2025 at the University of Dar es Salaam.*



*UDSM-HEET Project Deputy Coordinator, Prof. Liberato Haule speaks at the project coordinators meeting held recently in September, 2025 at the University of Dar es Salaam.*



***Shared Enthusiasm:** Participants of the HEET project coordinators meeting held recently in September, 2025 at the University of Dar es Salaam.*

# Modern Facilities Transform Special Needs Education at UDSM

*By Mercy Machange, UDSM-HEET*



*New technology: Some modern equipment, procured through HEET project, to support students with special needs at the University of Dar es Salaam.*

The University of Dar es Salaam (UDSM), through the Higher Education for Economic Transformation (HEET) Project, is making groundbreaking strides in special needs education: from new high-tech facilities to comprehensive support systems.

According to Dr. Lulu Mahai, Director of Social Services and UDSM-HEET Gender Coordinator, the University is undertaking a transformation to make higher education more inclusive and empowering for students with disabilities.

The University has acquired 91 assistive devices to support students with special needs which include desktop computers, smart televisions, voice recorders, Braille note takers, cameras, and printers.

“Previously, many of our students relied on traditional tools such as the Perkins Braille typewriter, which is a manual device that worked more like a typewriter but now, they can use these digital devices to store their notes, retrieve academic content online, convert text to speech, and even type assignments just like their peers”, said Dr. Mahai.

She added: “It is a massive leap forward in promoting independence and reducing reliance on external help. Currently, the university serves over 160 students with special needs and the number is expected to rise as more support becomes available”.

Beyond technology, UDSM is also investing in infrastructure and skills development. A major step is the upcoming Gender and Disability Building, which will function as a one-stop centre for disability services and gender-related support. This facility will serve as a visible symbol of the university’s commitment to inclusive education.

“Training programmes for both staff and students have been introduced. These include hands-on training in using assistive technology, as well as workshops on Gender Based Violence (GBV), leadership, and entrepreneurship”, she said.

Dr. Mahai added that teachers and support staff have also undergone capacity building sessions to improve the quality of services provided to students with special needs, while students are being equipped with skills to succeed in the ‘world of work’ so that they can be employed or employ themselves.

“Our biggest achievement is giving students the tools and skills to take charge of their own learning. The future is digital and now our students are ready for it”, she stressed.

## ***Technology and the future of inclusive learning***

Prof. Kwame Ibwe of the Department of Electronics and Telecommunications Engineering at UDSM and UDSM-HEET Information and Communication Technologies (ICT) Specialist, highlighted the important role of technology in transforming education for students with disabilities.

“Modern tools allow students with special needs to fully participate in learning both in person and online. We now have opportunities to integrate adaptive software and e-learning platforms that respond to individual needs, creating a more flexible and inclusive learning environment”, said Prof. Ibwe.

He emphasised that technology alone is not enough. Training and mentorship are essential to ensure students and educators use the tools effectively. “It is not just about handing out devices it’s about empowering students to use them in meaningful ways”.

As a leading researcher in wireless technologies and smart systems, Prof. Ibwe sees inclusive education as a key part of Tanzania’s broader digital transformation. “When we invest in inclusive education, we’re also investing in the country’s innovation and development.”

Through the HEET Project, UDSM is setting a strong example for how universities can lead in inclusive education. By combining modern technology, purpose-built infrastructure, and strong support systems, the university is helping students with special needs thrive academically and beyond.

# Induction Workshop Champions Leadership for Research and Innovation

*By Wilson Remmy, UDSM-HEE*

The University of Dar es Salaam (UDSM) has concluded a high-level Leadership Induction and Reflection Workshop with a clear directive from the Government: university leaders must act as drivers of research, innovation, and academic excellence.

The message was delivered by the Guest of Honour, Prof. Carolyne Nombo, Permanent Secretary, Ministry of Education, Science and Technology (MoEST), at the official closing of the three-day event.

Held from June 2 to 4, 2025, at the Mwalimu Julius Nyerere Leadership School in Kibaha, the workshop brought together senior leaders from UDSM and its constituent colleges—DUCE and MUCE—under the theme: “Driving UDSM Excellence through Strategic and Innovative Leadership.”

Prof. Nombo emphasised that university leaders must transcend administrative functions and serve as catalysts for meaningful change through productive research, impactful innovation, and ethical academic practices.

“University leadership must be the engine that drives quality research and scholarly output contributing to national development,” she stated.

She commended UDSM’s dedication to fostering visionary leadership and encouraged leaders to leverage ongoing national reforms and investments in higher education.

These include enhanced funding through the Tanzania National Research and Innovation Fund (TTIF) and the implementation of the Higher Education for Economic Transformation (HEET) project, through which UDSM and its constituent colleges are receiving substantial support exceeding USD 66 million.

Speaking at the same ceremony, Prof. William A. L. Anangisye, Vice Chancellor of UDSM, thanked participants and expressed satisfaction with the depth of engagement and reflection throughout the workshop. He noted that the event provided a valuable opportunity for leaders to align their roles with the University’s long-term vision.

“Leadership at UDSM is both a privilege and a profound responsibility. We are called to lead with integrity, accountability, and a commitment to excellence in teaching, research, and service,” said Prof. Anangisye.

He urged both newly appointed and continuing leaders to apply the insights gained from the workshop to enhance teamwork, academic quality, and institutional resilience.



**Showing the Way:** Permanent Secretary, Ministry of Education, Science and Technology, Prof. Carolyne Nombo (seated- Centre) with a section of UDSM Management and staff, led by the Vice Chancellor, Prof. William A. L. Anangisye (seated 3rd-left), after the Permanent Secretary closed UDSM leaders induction seminar at Kibaha Leadership School, in June, 2025.

## **Addressing Dynamic and Diverse Leadership Needs**

As the host of the workshop, Prof. Bernadeta Killian, Deputy Vice Chancellor – Planning, Finance and Administration, provided a detailed overview of the sessions. She explained that the workshop was designed to address the evolving and varied leadership demands of a complex university environment.

“We covered strategic areas including academic leadership, financial planning, human resource and institutional management, digital governance, research development, and the implementation of major national projects such as HEET,” she said.

Prof. Killian added that the workshop was “highly participatory, featuring expert-led sessions, panel discussions, and peer-sharing, which enabled leaders to reflect deeply on their roles and collaborate on strategic priorities.”

She further noted: “This was more than training—it was a platform to reaffirm our collective vision and strengthen leadership cohesion at all levels.”

The workshop gathered over 200 senior leaders, including Deputy Vice Chancellors, the DUCE and MUCE Principals, Principals, Deans, Directors, Heads of Major Units, Managers, Coordinators, Heads of Department, and Heads of Section from UDSM’s main campus and its constituent colleges. Many described the event as transformative and timely, given the growing demand for strategic academic leadership.

In her closing remarks, Prof. Nombo urged leaders to translate their learning into action: “Let your leadership be the foundation upon which innovation, ethical research, and academic excellence flourish. You have the mandate, and now even more tools, to lead boldly.”

# Message from the Deputy Co-ordinator

**Prof. Liberato Haule**

**UDSM HEET Deputy Coordinator**



On behalf of the Project Implementation Unit (PIU), I wish to express our profound gratitude to all our stakeholders for their invaluable support, which has been fundamental to the progress recorded.

We have received significant support from the Ministry of Education, Science and Technology, including comprehensive audits covering financial, environmental, social, and infrastructure aspects. The recommendations provided are appreciated and will undoubtedly enhance our project performance. We also extend our thanks to the National Project Implementation Unit for their consistent advice and the World Bank team for their readily available guidance.

The contribution of our contractors, suppliers, and consultants is highly valued, as is the pivotal role played by the KASEMA teams in managing stakeholder relationships at our construction sites.

We also acknowledge with gratitude the strategic direction and oversight provided by the UDSM Management, the Institutional Project Steering Committee, the UDSM Tender Board, and the University Senate and Council.

The UDSM-HEET Project has become a benchmark for best practice, hosting delegations from institutions such as Mzumbe University, Muhimbili University of Health and Allied Sciences, the Commission for Science and Technology, and delegates from South Sudan. These exchanges of knowledge are mutually beneficial, and we encourage more institutions to engage with us.

We wish you a pleasant reading of this eighth newsletter.



**Readiness:** UDSM-HEET Project Deputy Coordinator, Prof. Liberato Haule (right), Monitoring and Evaluation expert, Dr. Egidius Kamanyi (centre), and UDSM Head of Communication and Marketing, and Public Relations and Communication expert for HEET project Dr. Dotto Paul Kuhenga (3<sup>rd</sup> right) at the project coordinators meeting held recently in September, 2025 at the University of Dar es Salaam.

# Editorial

## Five Years On, HEET's Impact is Clear and Far-Reaching

As the Higher Education for Economic Transformation (HEET) project at the University of Dar es Salaam nears its final phase—scheduled to conclude in 2026—the profound and far-reaching impact of this initiative is already undeniable.

Five years of dedicated implementation have not only reshaped the institution's physical and academic landscape but have also left a lasting imprint on communities, staff, students, and the future of higher education in Tanzania.

From the outset, stakeholder engagement was a cornerstone of the project. Today, its benefits are clearly visible. Local residents in Kagera, Lindi, and at Zanzibar's Institute of Marine Sciences (IMS) have not only gained employment during construction but have also developed a strong sense of ownership over the new facilities in their communities.

This participatory approach has strengthened relationships, built trust, and instilled a shared responsibility to protect these academic spaces once they become operational. The eagerness

of residents to see studies begin on these campuses is a testament to how community involvement turns perception into pride.

HEET's story is also one of safety and responsibility. By embedding rigorous safety measures across all construction sites and campuses, the project has reshaped how residents and workers perceive university-led development. What began as construction amid dust and noise has become a model of modern standards, order, and compliance. Supported by a robust Grievance Redress Mechanism (GRM), these safeguards have ensured smooth implementation and cemented sustainability, with communities embracing accountability and discipline.

Within the university, HEET has been equally transformative. Capacity-building programmes have reshaped how UDSM leaders and staff approach their roles. Through induction and training, new leaders have been equipped with sharper strategies and renewed attitudes aligned with the university's vision for global competitiveness. Staff supported by HEET to pursue Master's and PhD studies abroad are returning with advanced expertise, enriching teaching, research, and innovation at UDSM. This deliberate investment in people is creating a ripple effect across faculties and departments.

The academic core of the university has also felt HEET's influence. The comprehensive transformation of UDSM's research journal system is elevating scholarly standards, visibility, and impact. At the same time, extraordinary progress in curriculum review is propelling the university toward a new era of responsive, future-ready programmes. With completion within reach, UDSM is poised to deliver curricula that meet both national priorities and global benchmarks.



*Members of the Parliamentary Committee on Education, Culture and Sports and a section of UDSM Management and staff when the committee visited UDSM-HEET project in 2024.*

# Editorial...

Beyond classrooms and laboratories, the HEET project has set new standards in bridging academia and industry. The staff placement programme has been widely praised for strengthening academic-industry linkages that foster innovation and problem-solving. This is especially evident at the Technology Development and Transfer Centre (TDTC), where major equipment investments under HEET have expanded the university's capacity to innovate, test, and transfer knowledge to industry and society.

Inclusion has also been a priority. The establishment of modern facilities for students with special education needs is not only an infrastructural milestone but also a reflection of UDSM's values, ensuring that transformation is inclusive, equitable, and forward-looking. These changes are setting new standards that will inspire other institutions to follow.

As we reflect on five years of HEET implementation, one truth stands out: the benefits are tangible, visible, and already shaping lives. From community ownership to state-of-the-art academic facilities, from safety reforms to empowered leadership, from inclusive education to strengthened innovation capacity, HEET is redefining how a university can transform a nation's future.

With only one year remaining, the University of Dar es Salaam stands not only as a beneficiary but as a benchmark. The HEET project has demonstrated that when vision, partnership, and accountability converge, transformation is not just a promise—it is a reality.



*Assured Accommodation: A new hostel building, constructed under HEET project, at UDSM Kagera campus.*



## UDSM HEET Coordination

### Coordinator

Prof. Bernadeta Killian

### Deputy Coordinator

Prof. Liberato V. Haule

### Editorial Team

#### Chief Editor &

#### PR Communication Specialist HEET-UDSM

Dr. Dotto Paul Kuhenga

#### Editors

Dr. Lupa Ramadhani (English)

Dr. Mussa Hans (Kiswahili)

#### Reporters

Jackson Isdory

Zamda George

Ally Mambele

Renancy Remmy

Donald Boneka

Remmy Wilson

Mercy Machange

#### Photojournalist

Dickens Dominic

#### Graphic Designer

Michael Mwakatobe



UNIVERSITY OF DAR ES SALAAM

Happy  
NYERERE  
Day

OCTOBER  
14<sup>TH</sup>



Hekima ni Uhuru  
[www.udsm.ac.tz](http://www.udsm.ac.tz)

# Gallery

*Way Forward: the UDSM-HEET Project's 10th Institutional Project Steering Committee meeting held at the Mwalimu Julius Nyerere Leadership School in Kibaha, Coast Region in April, 2025.*



*Practical sessions: Some UDSM academic staff taking part in staff placement programme in various organisations in 2025.*



**Heavenlight Munisi at Pivotech Company**



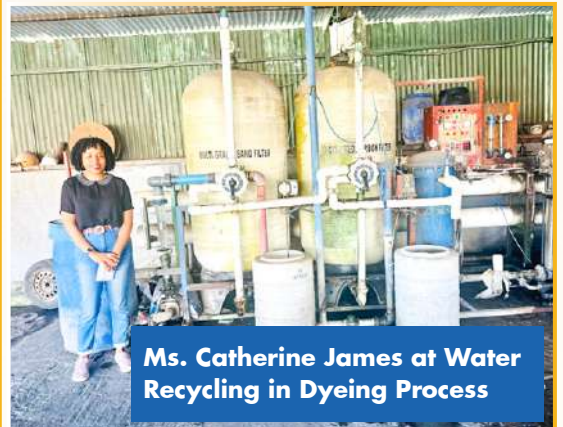
**Ms. Catherine James at Sunflag Tanzania Ltd- Tanzania Arusha**



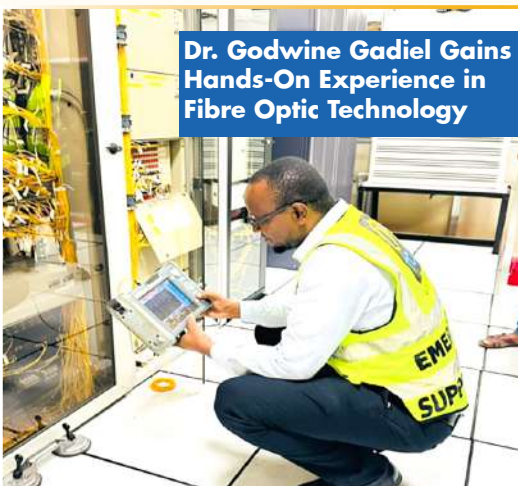
**Mr. Lusajo Mwamakula at TEMESA Kigoma**



**Ms. VERNICE TEMU at JKT facilities, Mara Region**



**Ms. Catherine James at Water Recycling in Dyeing Process**



**Dr. Godwine Gadiel Gains Hands-On Experience in Fibre Optic Technology**



**Ms. VERNICE TEMU at JKT facilities, Mara Region**



**Ms. Catherine James at Textile Dyeing Industry**



**Dr. Rachel Sabuni at Songo Songo Gas Plant**



**HEET Project Impelementation Unit members meeting.**

# KASEMA Initiatives Foster HEET Project Sustainability and Community Engagement

*By Jackson Isdory and Renancy Remmy, UDSM-HEET*



*UDSM-HEET Deputy Coordinator, Prof. Liberato Haule (L), Chukwani ward councilor and Dr. Daudi Msangameno (2nd-R) representing Director of the Institute of Marine Sciences (IMS) handing over Grievances Redress Mechanism (GRM) Tools to the secretary of KASEMA at IMS Zanzibar.*



*UDSM Deputy Vice-Chancellor, Planning, Finance and Administration and HEET Project Coordinator, Prof. Bernadeta Killian (C), and Lindi District Officials handing over Grievances Redress Mechanism (GRM) tools to the chairperson of KASEMA in Ngongo area, Lindi Region.*

The University of Dar es Salaam (UDSM) has driven effective project sustainability and community engagement across its campuses through the Grievance Redress Mechanism (GRM) activities, known as KASEMA, under the Higher Education for Economic Transformation (HEET) project.

In discussions with this Newsletter, UDSM leaders, officials, and local community members from various campuses and sites highlighted that the initiative has enhanced compliance, strengthened community engagement, and contributed to the overall sustainability of the HEET project at the university.

“As a university, we have a moral and institutional responsibility to ensure that development is inclusive, transparent, and sustainable. KASEMA initiatives have embodied this commitment by giving all stakeholders, from government officials to residents, a voice in shaping the future of higher education,” said Prof. Bernadeta Killian, Deputy Vice Chancellor, Planning, Finance and Administration, and UDSM HEET Project Coordinator.

She added that the role of the KASEMA initiative in fostering trust and accountability helps stakeholders feel secure and confident in the project’s management.

According to Dr. Edmund Mabhuye, UDSM-HEET Environmental Development Specialist, the KASEMA

initiative—a key component of the HEET Project—has been a proactive measure that has driven compliance, strengthened community engagement, and ensured that the benefits of project investments extend well beyond the University, positively impacting both surrounding communities and government stakeholders.

“It is a structured and transparent platform established to receive, process, and resolve complaints and concerns arising from the planning and execution of HEET activities. It involves thorough investigation, open communication, and a commitment to fair and equitable resolution”, said Dr. Mabhuye.

He added that the mechanism functions as a two-way communication bridge between the University, contractors, project implementers, local authorities, surrounding communities, and government regulators, ensuring that concerns are handled transparently and equitably.

“It comprises a diverse committee of five representatives. Each committee is tailored to the project’s design and location, with deliberate representation of gender balance, marginalised groups, opinion leaders, and community leadership,” said Dr. Mabhuye.

He further explained: “To embed a culture of compliance and sustainability, KASEMA has implemented

***Continues on page 21...***

....from page 20

various strategic interventions, including training for project teams, contractors, and community leaders on grievance management, environmental safeguards, and compliance protocols; establishment of monitoring systems to track adherence to health, safety, and environmental standards; dialogue sessions for sharing feedback and fostering shared responsibility; and encouragement of environmentally friendly approaches to construction and community development.”

Prof. Liberato Haule, UDSM-HEET Project Deputy Coordinator, stated that KASEMA plays a significant role in driving capacity building, quality assurance, and sustainability. It ensures timely and accurate information delivery, safeguards the project, assists in understanding community needs, directs community benefits such as employment, material sales, and food distribution, and facilitates regular assessments of quality and value for money.

“The involvement of communities leads to the creation of more project ambassadors. We now have data-driven systems that not only help UDSM but also give the government tools to monitor progress and allocate resources efficiently,” said Prof. Haule.

He noted that through KASEMA, several targeted activities have been implemented to foster a strong compliance culture, including capacity building, raising awareness, and promoting a sense of ownership.

Prof. Haule further explained that HEET is more than just buildings and equipment: “It is about establishing systems and practices that will serve generations of students and researchers. Through KASEMA, we are embedding sustainability into the DNA of higher education.”

“Community participation has been a hallmark of GRM’s success. Stakeholders report increased confidence in project governance, with tangible benefits such as job creation, fair land use, and improved livelihoods,” he added.

A community leader and farmer from Kagera remarked: “Previously, we worried about land use and water access. Now, through KASEMA, we are actively involved in decisions, and our concerns are addressed quickly.”

Similarly, at Ruangwa Campus in Lindi, a physically impaired community member expressed optimism: “This campus brings jobs and opportunities to our young people. KASEMA activities have ensured transparency, and we now trust the process more than before.”

KASEMA demonstrates that participatory development is more sustainable, especially in strategic projects like HEET. UDSM and most government authorities have recognised the initiative as a model for future large-scale development projects. By enhancing transparency and mitigating conflicts, the mechanism supports Tanzania’s national strategies for higher education and infrastructure development.

“This initiative strengthens the relationship between universities, communities, and the government. It ensures that public funds are used effectively and that every citizen sees tangible benefits,” noted Dr. Lulu Mahai, Director of Social Services and UDSM-HEET Gender Coordinator.

The success of KASEMA reflects a collective commitment by UDSM, government institutions, and local communities. Together, they are transforming higher education infrastructure while building trust and resilience. The ultimate goal is for KASEMA to remain a permanent feature of UDSM’s governance framework, extending its benefits beyond the lifespan of the HEET Project.

“Without this kind of platform, projects may fail before they start. Our vision is for KASEMA to become part of UDSM’s institutional culture, an enduring system of transparency, accountability, and shared growth,” said Dr. Mahai.

As Tanzania’s premier higher education institution, UDSM continues to demonstrate through KASEMA that meaningful development extends beyond physical infrastructure. The initiative is not only resolving conflicts but also laying the foundation for a culture of trust, inclusivity, and sustainability.

By integrating governance, community engagement, and environmental stewardship, UDSM is ensuring that its investments today will continue to empower future generations, positioning the University as a flagship model for higher education transformation across Africa.



***Inclusivity and Safety:*** UDSM-HEET Gender Coordinator, Dr. Lulu Mahai (2nd right-seated) with participants of the training on gender-Based Violence to service providers at various UDSM-HEET construction sites, held at UDSM Institute of Marine Sciences, Zanzibar.

# Safety Measures and Community Engagement Bolster HEET Project Implementation

*By Ally Mambele, UDSM-HEET*



*UDSM-HEET Project Deputy Coordinator, Prof. Liberato Haule speaks to journalists during their visit to UDSM-HEET buildings construction site in Lindi region, end of 2024.*



*A group of journalists and some UDSM Project implementation Unit members during their visit to UDSM-HEET buildings construction site in Lindi region, end of 2024.*

The University of Dar es Salaam (UDSM) has reinforced its commitment to worker well-being, community inclusion, and project sustainability through the implementation of stringent safety and safeguard measures under the Higher Education for Economic Transformation (HEET) project.

These measures, far from being viewed as delays or additional costs, have become integral to the project's success, strengthening relationships with communities whilst ensuring smooth and efficient operations.

UDSM-HEET Environmental Development Specialist, Dr. Edmund Mabhuve, stressed the importance of this approach. "Community engagement has been central to the progress of this project. At the Kagera and Lindi sites, we reached out to residents, explained the purpose of the development, and they voluntarily agreed to vacate the land. This proactive approach significantly reduced the potential for conflict."

He further noted that consultations with the community influenced the project design in meaningful ways. "Initially, the architectural plans proposed shared hostels for male and female students, but this arrangement raised cultural and traditional concerns. In response, we revised the design to provide separate hostels. This change fostered a sense of inclusion and respect, and it strengthened the project's acceptance within the community."

Dr. Mabhuve also highlighted the security and safety benefits of these safeguard measures. "Community members now feel a sense of ownership of the project, and they are more likely to report suspicious activities, including theft. This has greatly enhanced site security."

He added, "At the same time, by strictly adhering to safety protocols, we have reduced workplace and community-related injuries. Our goal is to ensure that neither workers nor surrounding communities are adversely affected by construction activities."

Community members have echoed this positive sentiment. "Previously, we were worried about accidents from construction trucks passing through our village, but the safety rules have reduced those risks. Now we feel more secure walking with our children," said Mariam Juma, a resident near the Lindi project site.

Similarly, Petro Agapitius, a farmer from Kagera, praised the engagement efforts. "The project leaders listened to us and respected our traditions when planning the student hostels. This showed they care about our culture. It makes us proud to support the project and protect it as our own."

From an institutional perspective, UDSM considers these outcomes as proof that inclusive development can achieve broader societal transformation. The University believes that embedding community voices into design and implementation ensures sustainability and long-term acceptance of projects.

Reflecting on the broader implications, Dr. Mabhuve emphasised: "UDSM's approach demonstrates that infrastructure development, when guided by inclusivity and safety-first policies, can transform societies. What we are doing here can serve as a blueprint for similar projects across the region."

# South Sudan Delegation Commends HEET Progress at UDSM

*By Jackson Isdory, UDSM-HEET*



**Benchmark Tour:** UDSM Deputy Vice Chancellor -Research, Prof. Nelson Boniface (centre-front row) with a section of UDSM-HEET Project Implementation Unit members and a delegation from the South Sudan Ministry of General Education and Institution (MoGEI), led by Hon. Kachuol Mabil Piok in July, 2025. The delegation from South Sudan visited UDSM for benchmarking the HEET project.

In a compelling demonstration of regional solidarity and shared vision for education-led development, the University of Dar es Salaam (UDSM) hosted a high-level delegation from South Sudan's Ministry of General Education and Instruction (MoGEI).

The visit, held on Thursday, 17 July 2025, focused on benchmarking the World Bank-financed Higher Education for Economic Transformation (HEET) Project and signaled a deepening partnership between the two nations, highlighting academia's pivotal role in driving cross-border socio-economic progress.

South Sudan aims to emulate Tanzania's HEET model, a showcase of strategic governance and institutional leadership, through its parallel initiative, the Building Skills for Human Capital Development in South Sudan.

"This engagement affirms UDSM's mandate to contribute meaningfully to African aspirations. Our cooperation with South Sudan is rooted in shared values of Pan-African development, educational resilience, and sustainable partnerships," stated Prof. Nelson Boniface, UDSM Deputy Vice Chancellor-Research.

He emphasized UDSM's role not only as a HEET implementer but as a regional hub for excellence in higher education, teacher training, and policy innovation, citing ongoing collaborations with the University of Juba in Kiswahili instruction, curriculum design, and research.

Hon. Kachuol Mabil Piok, Undersecretary at MoGEI, described the visit as timely and instructive: "We are deeply

inspired by Tanzania's education sector leadership and institutional accountability. HEET's lessons are invaluable as we scale up the Accelerated Secondary Education Programme (ASEP) and strengthen teacher development systems."

The visit reflected the strategic intent of both governments under H.E. President Samia Suluhu Hassan and H.E. President Salva Kiir Mayardit to transform education as a cornerstone of national development, youth empowerment, and human capital advancement.

The South Sudanese delegation, led by Hon. Piok and H.E. Amb. Gloria John Mambai (Chargé d'Affaires, South Sudan Embassy in Tanzania), included senior officials Thadeo Kuntembwe (BSHCDSS Project Coordinator), Victor Dut Chol, Samuel Dem Marier, John Lujang Wani, Majuch Madul Abor, Elizabeth Yom, Daniella Achol, and Kual Amath (First Secretary).

At UDSM, they were received by Prof. Boniface and Prof. Liberato Haule (Deputy HEET Project Coordinator), alongside experts Dr. Lulu Mahai (Gender/Special Needs), Dr. Fatuma Simba (ICT/Industry Linkages), Dr. Augustina Alexander (Internationalisation), and Prof. George Kahangwa (School of Education).

Thematic discussions centered on six areas namely, operational frameworks for accelerated learning programmes and teacher certification pathways; pedagogical innovation, quality assurance, and blended teacher capacity-building;

**Continues on page 24...**

....from page 23

curriculum review methodologies aligned with labour markets and community-based learning; and community outreach models and non-formal education policies for post-conflict regions.

Other areas included digital transformation via Learning Management Systems, MOOCs, and the Smart Campus initiative; and joint research and faculty exchange programmes to sustain evidence-based reforms.

### ***Mutual Learning for Regional Development***

The South Sudanese officials showed particular interest in UDSM's use of secondary schools as public learning centres and its policies supporting non-formal education—critical areas for addressing educational disparities in post-conflict regions.

They also explored UDSM's Learning Management Systems (LMS), Massive Open Online Courses (MOOCs), and Smart Campus Initiative as digital transformation benchmarks with potential application in South Sudan's teacher training institutions.

“This visit solidifies UDSM's position not only as an implementer of HEET, but as a regional beacon of excellence in education transformation. It demonstrates the catalytic role universities can play in shaping future public sector human capital across borders,” remarked Prof. Haule.

This milestone benchmarking visit affirms UDSM's growing influence in the region as a thought leader in education transformation. More than a project implementation site, UDSM is setting the pace for prosperous, inclusive, and scalable education reform across East Africa.

The burgeoning South Sudan–Tanzania education partnership stands as a testament to the power of knowledge diplomacy, ushering in a new era of regional collaboration, resilience, and shared prosperity.



**Collaboration:** UDSM Deputy Vice Chancellor -Research, Prof. Nelson Boniface (2<sup>nd</sup> left - front row, photo on the left) with a section of UDSM-HEET Project Implementation Unit members and a delegation from the South Sudan Ministry of General Education and Institution (MoGEI), led by Hon. Kachuol Mabil Piok in July, 2025. The delegation from South Sudan visited UDSM for benchmarking the HEET project.

## **GRM Mechanism Instils Effective Compliance in HEET Project Implementation**

(from page 10)

Through the GRM, these sites are being equipped with compliance frameworks aligned with ESG standards. These frameworks support sustainable infrastructure development while minimising operational risks.

Key long-term benefits include improved infrastructure management, enhanced academic facilities, strengthened academic and research capacity, reduced environmental degradation through sustainable practices, improved relations between UDSM and local communities, fostering mutual growth and stronger community ties, enhanced compliance that minimises government oversight costs and operational risks, and positioning UDSM as a model institution for higher education transformation in Africa.

Dr. Mabhuve further highlighted that the GRM ensures every site meets ESG standards. “This means our infrastructure is not only built to last but is also responsive to the needs of local communities and mindful of national development goals.”



A training to UDSM administrative and newly employed staff on relevant skills to foster a Gender-Based Violence (GBV)-free environment held at Mwalimu Julius Nyerere Mlimani Campus recently.

# Stakeholder Engagement Drives Success and Lasting Benefits for UDSM's HEET Project

*By Renancy Remmy, UDSM-HEET*



*When Dreams come True: The Minister for Education, Science and Technology, Prof. Adolf Mkenda (2<sup>nd</sup> left) looks on the map where UDSM Lindi campus is located. Looking on also is the Coordinator of HEET Project at UDSM and Deputy Vice Chancellor-Planning, Finance and Administration, Prof. Bernadeta Killian (5<sup>th</sup> left) and other UDSM experts and Lindi Regional officials.*

The University of Dar es Salaam (UDSM) has highlighted the crucial role of stakeholder engagement in the successful implementation of the Higher Education for Economic Transformation (HEET) project, with tangible benefits already evident across its campuses in Tanzania.

According to Dr. Edmund Mabhuye, the HEET-UDSM Specialist on Environmental Development, involving stakeholders from the project's early stages has significantly boosted both progress and community ownership. He noted that the initiative has not only strengthened ties between the university and surrounding communities but also ensured that development remains inclusive and sustainable.

"At the Mwalimu Julius Kambarage Nyerere Mlimani Campus, where extensive construction is underway, stakeholder participation has provided a platform for local residents to access employment opportunities while fostering a shared sense of responsibility in protecting and supporting the infrastructure," said Dr. Mabhuye.

He added that similar approaches have been implemented at the new campuses under construction in the Kagera and Lindi regions, as well as at the Institute of Marine Science in Zanzibar.

"Through stakeholder engagement, local residents do not feel excluded; they participate, they gain employment, and

they develop a sense of ownership over these projects. This relationship also encourages contractors and other project implementers to operate more responsibly, with greater attention to safety standards and harmonious community relations," he explained.

Beyond job creation, the engagement has built bridges of trust and cooperation. Contractors and implementers are encouraged to consult regularly with communities to address safety concerns, environmental issues, and logistical challenges.

"This collaborative approach has reduced conflicts and allowed projects to proceed more smoothly compared to traditional top-down development models," Dr. Mabhuye added.

He emphasised that such inclusive strategies have enabled the university to implement the HEET project more efficiently, minimising the friction and delays often associated with large-scale developments. The approach has also bolstered the institution's reputation, building trust that will benefit UDSM in future initiatives.

"These engagements set a strong benchmark for other institutions. They demonstrate that when standards are

*Continues on page 26...*

## Stakeholder Engagement Drives Success and Lasting Benefits for UDSM's HEET Project

*(from page 25)*

upheld and communities are valued, projects not only achieve their goals but also leave behind a positive legacy and stronger foundations for future partnerships,” Dr. Mabhuze stressed.

### *Relief for many households*

Local residents have also attested to the benefits of this approach. One resident living near the Lindi campus construction site mentioned that the project has brought relief to many households. “People are finding work here, even if it is temporary. We are also happy because we feel this university is not only being built on our land but with our involvement. We will protect it because it has become part of our community.”

A trader near the Kagera campus construction site noted the indirect economic benefits. “Business has improved since the workers arrived. We sell food, building materials, and other small items. Most importantly, we feel respected

because the university listens to us and ensures our safety is considered as construction progresses.”

As the HEET project continues to transform Tanzania's higher education landscape, UDSM's model of participatory engagement is being recognised as a best practice in aligning academic development with social and economic transformation. The university's ability to connect its academic mission with community expectations illustrates a sustainable pathway for educational development in the country.



**Stakeholders Engagement:** The Minister for Education, Science and Technology, Prof. Adolf Mkenda speaks to residents of Lindi Region about the new UDSM campus in their region, in August, 2023.

## UDSM Industrial Placement Programme Transforms Academic Outlook

*(from page 9)*

In the ICT field, Dr. Godwin Gadiel from the College of Information and Communication Technology (CoICT) acquired critical skills in fibre optics, using an Optical Time Domain Reflectometer (OTDR) to assess splicing points and signal quality, expertise vital to the digital infrastructure sector.

In aquaculture, Ms. Velynice Temu from the School of Aquatic Sciences and Fisheries Technology (SoAF) trained at JKT facilities in Mara Region, engaging in fingerling sorting, fish feed production, and the cultivation of Azolla as a sustainable feed alternative.

These immersive placements provided staff with a unique opportunity to confront sector-specific challenges directly, gathering invaluable insights that will profoundly enrich their teaching and research at UDSM.

Through the HEET project, UDSM is making a strategic investment in its academic staff by cultivating long-term partnerships with industry leaders. These collaborations are not only enhancing staff competencies but are also ensuring a new generation of graduates enters the workforce equipped with relevant, practical skills tailored to the demands of Tanzania's evolving economy.



**Theory and Practice:** Dr. Rachel Sabuni (right-front row), a lecturer at the University of Dar es Salaam Institute of Marine Sciences (IMS) at the Songo Songo gas plant in Tanzania as part of the second cohort of the UDSM staff placement programme in April, 2025.

The resounding success of this second cohort is already paving the way for expanded collaboration, including joint curriculum development, increased student internships, and further collaborative training programmes.

With each placement, UDSM's Staff Placement Programme proves to be more than a professional development exercise; it is a transformative model that empowers educators, enriches student learning, and actively contributes to Tanzania's industrial and economic advancement.

# HEET Equips UDSM for 98 Online and Blended Programmes

*By Renancy Remmy, UDSM-HEET*

In its bold pursuit of digital transformation, the University of Dar es Salaam (UDSM), through the Higher Education for Economic Transformation (HEET) Project, has launched a Capacity Building Training on Online and Blended Learning.

This milestone initiative, implemented under the HEET Project as part of UDSM's vision to become a 'smart campus,' was officially launched on 6 October 2025 at the University Library Auditorium. The event was graced by the Vice Chancellor, Prof. William A. L. Anangisye, and attended by university leaders, academic staff, and ICT professionals.

Prof. Anangisye described the initiative as a strategic investment in the university's digital future. "This is more than the launch of a training programme; it marks the unveiling of a vital component of the vision of a University of Dar es Salaam that is digitally empowered, academically vibrant, and nationally relevant," he said.

He added, "Through this programme, we are preparing our academic staff and ICT professionals to become enablers of a new educational paradigm, one that embraces innovation, inclusivity, and digital pedagogy."

Prof Anangisye emphasised that the initiative positions the university to respond more effectively to national and global educational demands. It underscores the institution's broader goal of becoming a leading centre for digital education, innovation, and research within Tanzania and across Africa.

He also urged academic staff to adopt innovative teaching methods, encourage peer-driven learning, and uphold the highest standards of quality, integrity, and inclusivity in digital education delivery.

"ICT staff are expected to ensure the sustainability and functionality of the new systems that power this transformation. For our students, this means a more engaging, flexible, and empowering learning experience that broadens their horizons and deepens their practical knowledge," he noted.

## *Delivering Quality Education in the Digital Era*

Dr. Fatuma Simba, Head of the Centre for Virtual Learning, explained that the training is designed to equip staff with the knowledge, skills, and confidence to deliver high-quality education in a digital environment. The initiative supports the implementation of 98 revised academic programmes developed for online and blended delivery, aligning with the university's Vision 2061.

"This training provides our academic and ICT staff with practical tools to facilitate the transition to online and blended learning, ensuring students enjoy flexible, engaging, and inclusive education," said Dr. Simba.

Deputy Vice Chancellor-Academic, Prof Bonaventure Rutinwa, underscored that the training represents more than just a change in teaching mode. "This is not simply a shift in



***Solid Foundation:*** *The Vice Chancellor, Prof. William A. L. Anangisye (right-front row) leads other UDSM leaders and staff in launching the Capacity Building Training on Online and Blended Learning supported by the Higher Education for Economic Transformation (HEET) Project, at UDSM, on 6 October, 2025.*

method but a complete paradigm change in how we conceive, produce, and sustain academic excellence in the digital age. I urge our staff to actively participate and integrate digital tools into their teaching practices," he said.

He outlined three main objectives of the training: capacity enhancement, quality assurance, and sustainability through innovation, emphasising that participants will gain both technical competence and confidence in applying digital technologies in teaching and learning.

## *Investing in Digital Infrastructure*

Providing insights into the infrastructure supporting this transformation, Deputy Vice Chancellor-Planning, Finance and Administration and UDSM-HEET Project Coordinator, Prof Bernadeta Killian, highlighted the scale of the university's investment.

"Through the HEET Project, we have allocated resources to digitise business processes, enhance teaching and learning with new technologies, and improve overall operational efficiency. These initiatives are in line with the UDSM Smart Campus Roadmap 2022–2032," she said.

Prof. Killian added that teaching and learning platforms such as Moodle LMS, Massive Open Online Courses (MOOC), and Open Educational Resources (OER) have been upgraded to their latest versions, enhancing access to digital learning materials and interactive content.

Deputy Vice Chancellor (Research), Prof Nelson Boniface, also highlighted the role of digital transformation in advancing research and innovation. "Digital tools are key to improving the accessibility, quality, and impact of our research output," he noted.

The training marks yet another decisive step in the university's digital journey, empowering its community to teach, learn, and innovate in ways that align with the evolving demands of the 21<sup>st</sup> century.



**University of Dar es Salaam**



## **Contacts**

Deputy Coordinator: +255 765 939 958

Chief Editor: +255 755 172 570

University of Dar es Salaam  
Cranford Pratt Building  
Mwalimu Julius Nyerere Mlimani Campus  
University Road, 16103 Ubungo  
P. O. Box 35091  
Dar es Salaam, Tanzania



[heet@udsm.ac.tz](mailto:heet@udsm.ac.tz)



Heet Udsm



[www.udsm.ac.tz](http://www.udsm.ac.tz)