



Volume  
05

UDSM-HEET

# Newsletter

Issue of April - July 2024

# HEET

Higher Education for Economic Transformation



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# Vice Chancellor's Note

Prof. William A. L. Anangisye

**Vice Chancellor**



I take this opportunity to once again welcome our esteemed readers to the Fifth Edition of the UDSM-HEET (University of Dar es Salaam-Higher Education for Economic Transformation project) Newsletter. We are pleased that as we clock 20 months in the execution of this Project, we have recorded tremendous achievements. The University Management and the implementation team pledge to hasten the pace for execution of the HEET development project.

This Newsletter serves as an avenue for stakeholder's engagement about the implementation and developments of the HEET Project. We have also been holding stakeholders meetings and press conferences, issuing press releases, engaging the media and journalists and disseminating news through various social media platforms to ensure that the community is aware of the progress and provides feedback about the HEET Project at the University.

The implementation of the HEET Project Development Objectives is linked to various University strategic plans which conform to the National Strategic priorities. Our University Strategic Investment Plan has been designed to contribute to the UDSM Vision 2061 and the five-year rolling strategic plan 2020/2021-2024/2025 (revised). Indeed, investing into students, staff and the community is the priority of the University.

The University has continued with the monitoring and evaluation of the Project to achieve the set Project Development Objectives. Since the last issue of this Newsletter, the University has undertaken several strategic initiatives which brought significant positive results. The University has strengthened the monitoring and evaluation team to reflect the current implementation stage of the Project. To achieve this the project grievance redress mechanism has been adopted and operationalised while the project sustainability plan is in the offing.

The Management targets to ensure that at least 45% of the project funds are committed; and by mid review this should have surpassed 60%. Indeed, contractors have possessed ten out of eleven sites for construction. The remaining site will be possessed once contract signing protocols are completed. The Management commends the Project Implementation Unit for its relentless efforts in ensuring timely and effective delivery. I urge the contractors and consultants to implement their duties while observing all the contractual terms and making national interests their first priority.

The implementation of curriculum related activities such as benchmarking, curriculum review, industry linkage and development of innovative pedagogies is equally impressive. The University Management is keen to conclude the curriculum review process, implementation of the UDSM Smart Campus activities and ensure timely completion of studies for UDSM-HEET scholarship beneficiaries.

I would like to take this opportunity to thank all the stakeholders who have continuously been supportive in the implementation of the HEET project at the University. The Management appreciates the support from the Government, the World Bank, the community and the media. We appreciate the support from other HEET Project implementing agencies as our implementation has been possible through learning from others. We appreciate the support from suppliers, consultants and contractors. The University commits to remain open and engaged transparently with its stakeholders not only in the implementation of the HEET Project but also in its other operations at large.

I once again welcome our readers and hope that you will enjoy reading this Newsletter



# Statement by the Co-ordinator



**Prof. Bernadeta Killian**

**UDSM-HEET Coordinator**

Welcome our readers to the Fifth Edition of the HEET Newsletter. This Newsletter informs you the status of implementation of activities of the Higher Education for Economic Transformation (HEET) Project at the University of Dar es Salaam. The activities are clustered under five priority disciplines namely, Engineering and Technology; Information and Communication Technologies; Agriculture and Agribusiness; Urban and Environmental Engineering; and Economics.

On 2<sup>nd</sup> November 2023 we signed contracts for design, review and supervision of construction activities for the Dar es Salaam, Zanzibar and Lindi sites. Similarly, on 22<sup>nd</sup> February 2024, we signed contracts for rehabilitation of buildings in Dar es Salaam and construction of new buildings in Dar es Salaam and Lindi regions, and in Buyu, Zanzibar. We were delighted that all contractors pledged before the Chancellor of the University of Dar es Salaam, who witnessed the signing ceremony, of their preparedness and ability to complete construction activities before or within the period of 18 months as planned. The contract for the construction of buildings for the Kagera campus is expected to be signed on 17<sup>th</sup> May 2024.

In terms of upgrading learning resources and equipment, the University has procured software and equipment for students with special needs. Additionally, after completion of the tracer study,

about 222 programmes, out of which 95 are from the priority programmes, are under review. So far 185 programmes have been reviewed, and 37 new programmes will be introduced. The University has developed an Innovative Pedagogies Guide, which is under review for approval. It will guide our academic members of staff on delivery of the revised curricula.

The University has also upgraded the Online Journal System (OJS) to version 3.4.0-1. This allows the University to receive and process journal articles efficiently through OJS. The execution of the nine contracts for the implementation of the state-of-the-art ICT infrastructure and equipment by installation of new ICT data communication networks, including Core, LAN, and WLAN (Wi-Fi) is in progress. Contracts for supply of the ICT infrastructure and equipment have been signed and delivery is expected as soon as possible.

The four guidelines to support functional linkages with the industry are operational having been approved by the University Council. Industry Advisory Committees (IACs) have continued to implement their activities as planned. We follow closely the progress of 23 members of staff who are on postgraduate training. Out of these, five staff members have completed their studies and reported back to work.

As we approach the mid-year 2024 and entering a critical juncture in the implementation of the HEET Project, we call upon all our esteemed readers, staff, students and other stakeholders to extend their support to the University to ensure efficient implementation of the Project.



# World Bank Practice Manager visits UDSM, commends HEET Project progress

By Dotto Kuhenga, UDSM-HEET



Ms. Muna Salih Meki, The World Bank Practice Manager, during her visit at the University of Dar es Salaam (UDSM)



The World Bank Practice Manager, Ms. Muna Salih Meki has visited the University of Dar es Salaam (UDSM) and commended the notable progress of the varsity's implementation of the Higher Education for Economic Transformation (HEET) Project.

Ms. Meki, who visited UDSM on 18<sup>th</sup> March 2024 and held talks with the University management, members of the Project Implementation Unit, and invited UDSM stakeholders from the industry, applauded the University for making promising developments in the undertaking of various activities of the World Bank grant HEET Project.

“The different activities you are undertaking, and achievements realised indicate the level of seriousness you have put on this project and related efforts. All these now should be reflected in a sustainability plan that will ensure continuity after completion of the project”, said Ms. Meki.

She also urged the University to consider investing more efforts and resources in information and communication technology and engineering technology which respond directly to the needs of manufacturing industries and the modern technology in the world today.

Meanwhile, UDSM Vice Chancellor, Prof. William A. L. Anangisy, said the University was poised to implement the HEET Project and use appropriately the USD 47.5 million which had been allocated to UDSM under this Project for the period of five years (2021-2026).

Prof. Anangisy said various activities were implemented under the five priority disciplines of the project namely, Engineering and Technology, Information and

Communication Technologies, Agriculture and Agribusiness, Urban and Environmental Engineering and Economics.

“Since the start of the Project in August 2022 several milestones have been attained. In terms of construction and rehabilitation of infrastructure, 21 buildings which will house laboratories, workshops, studios, lecture theatres, lecture rooms and hostels are under construction”, said Prof. Anangisy.

Prof. Anangisy said the infrastructure development activities under the Project included the establishment of new campuses in Lindi and Kagera regions for agriculture and business, respectively. More buildings are set for construction at the Mwalimu Julius Nyerere Mlimani campus, including in Kunduchi, Kijitonyama and Buyu.

“Contracts for design review and supervision of construction activities for the Dar es Salaam, Zanzibar and Lindi campuses were signed in November 2023. Contracts for rehabilitation of buildings in Dar es Salaam and construction of new buildings in Dar es Salaam, Zanzibar and Lindi regions were signed in February 2024. We are optimistic that the construction activities will be completed within the period of 18 months as planned”, he said.

He said that the contract for the construction of buildings for the Kagera campus was expected to be signed on 17<sup>th</sup> May 2024 after completion of the procurement processes. “In terms of upgrading learning resources and equipment, through the Project, the University through the Project has procured software and equipment for students with special needs”.

Continues page 19...





## HEET Project commences construction of 21 state of the art buildings for UDSM

By Dotto Kuhenga, UDSM-HEET

The University of Dar es Salaam (UDSM) has signed contracts with four contractors for the construction of 21 buildings, out of the 24 planned to be built in Dar es Salaam, Zanzibar, Lindi (Ngongo and Ruangwa) and Kagera through the World Bank grant, the Higher Education for Economic Transformation (HEET) Project.

The event took place on 22<sup>nd</sup> February 2024 and was graced by the guest of honour, the Deputy Minister for Education, Science and Technology, Hon. Omary Kipanga (MP), UDSM Chancellor and Former President of the United Republic of Tanzania, Hon. Dr. Jakaya Mrisho Kikwete and UDSM Council Chairperson, Hon. Ambassador Mwanaidi Sinare Maajar, who was represented by Ambassador Tuvako Manongi, President of UDSM Convocation.

The Deputy Minister, Hon. Kipanga, who represented the Minister for Education, Science and Education, Prof. Adolf Mkenda, said that it was a commendable step for the University of Dar es Salaam to assume such an immense construction process which testified effective implementation of the project.

“Apparently, the fund allocated for the implementation of the HEET project at UDSM is colossal; thus, the University must ensure that by June, 2026, this fund will have been utilised to achieve the project objectives”, said Hon. Kipanga.

He said that the Ministry was well prepared to coordinate, supervise and monitor the implementation of the project. “We shall always stress to you that you need to speed up the implementation of this project, and in case you face any challenges, do not hesitate to

consult us [Ministry] to ensure smooth operation”.

He also urged the contractors to undertake the construction of the said buildings bearing in mind the relevant legal and ethical responsibilities while ensuring that they conclude the contracts timely and effectively.

Meanwhile, UDSM Chancellor, Dr. Jakaya Mrisho Kikwete, said the University was well prepared to manage both the contractors and consultants in order to have up to date and state of the art buildings.

Visibly pleased with the prospects, the Vice Chancellor, Prof. William Anangisye, said the implementation of the HEET project focused on improving the University infrastructure and bringing relevant equipment – aspects that were in line with the University Vision 2061 and Strategic Plan aimed at transforming the institution according to the current and future national development needs.





## Contractors and construction projects

According to Professor Bernadeta Killian, who is also the UDSM-HEET Coordinator and Deputy Vice Chancellor (Planning, Finance and Administration), the four contractors that signed the contracts to carry out the construction projects included M/S Mohammed Builders; M/s B.H. Ladwa; M/S Til Construction; and M/s Shandong Hi-Speed.

She further explained that these contracts are for the period of eighteen months from the date of signing and have a total value of TZS 45,993,168,271.79.

The contract between UDSM and M/S Mohammed Builders would cover construction activities in various locations within the Mwalimu Julius Nyerere Mlimani campus worth TZS 15,696,130,949.32 as follows; for rehabilitation and construction of buildings at the College of Engineering and Technology (CoET) (worth TZS 9,052,693,573.95) and construction of gender and special needs building and postgraduate students' hostel (worth TZS 6,643,437,375.37).

The construction at CoET include renovation of Blocks L, O and Q; construction of a new building consisting of 7 laboratories; new building for 5 workshops; new building for 1 lecture theatre (with 250 student's capacity), 3 lecture rooms (each 50 students capacity) and 1 studio room (with 50 students capacity for textile design) while the students' hostel will accommodate 51 students and the gender and special needs building will be for various use related to gender and special needs services", said Prof. Killian.

"The contract with M/s B.H. Ladwa, TZS 6,459,181,103.97, will cover construction of 1 lecture theatre – 140 students capacity; 1 multimedia studio – 50 students capacity; 3 advanced laboratories in emerging technologies – each with 48 students capacity; and 2 workshops – each with 30 students capacity at the College of Information and Communication Technologies (CoICT) Kijitonyama; and construction of 3 lecture rooms – each with 100 students capacity; and 1 laboratory with 50 students capacity at the School of Aquatic Sciences and Fisheries Technology (SoAF) in Kunduchi", she said.

## IMS Zanzibar, Ruangwa and Ngongo buildings

Meanwhile, the contract between UDSM and M/S Til Construction, worth TZS 10,118,405,530.78, would cover construction of 11 new buildings including administration and academic building (for lecture rooms, laboratories, conference hall and staff offices and one new hostel building for 80 students at the Institute of Marine Sciences (IMS) Buyu, Zanzibar.

Prof. Killian further highlighted that "the contract with M/s Shandong Hi-Speed which is worth TZS 13,719,450,687.7 will cover construction in the Ruangwa and Ngongo sites in Lindi region".

She noted that at Ngongo site the administration building, lecture rooms building (for 360 students), laboratory building, workshop building (5 rooms), male students hostel building, and female students hostel building will be erected. At Ruangwa site a lecture hall (50 students) and one students' hostel building for 56 students (22 female and 34 male) will be constructed.

Prof. Killian insisted that the construction of the 21 buildings was in line with the HEET Project Development Objective (PDO) which is to strengthen the learning environment and labour market alignment of priority programmes at beneficiary Higher Learning Institutions and improve the management of the higher education system in Tanzania.

## Contract for construction supervision at Kagera campus

UDSM also signed a supervision contract with M/s Mhandisi Consultancy Ltd in joint venture with M/s MD Consultancy Limited and others to supervise construction of three buildings at Kagera campus.

The three buildings at Kagera campus, that make a total of 24 HEET buildings at UDSM, include administration and academic building, cafeteria and business complex building, and female students hostel building.





# Flying with the eagles: Top UDSM leaders on a global benchmarking mission

By Jackson Isdory, UDSM-HEET



In a bid to take-off to the next level of academic excellence, the senior leaders of the University of Dar es Salaam have recently concluded a benchmarking tour to the world-class African, Asian and European universities, thanks to the Higher Education for Economic Transformation (HEET) Project.

According to Dr. Liberato Haule, the Deputy Coordinator of the HEET Project at UDSM, the benchmarking mission which was conducted through strategic intercontinental visits to universities in Ghana, South Africa, South Korea and Germany, aimed to bolster UDSM's governance structures and aid in the review of curriculum offerings to align with global best practices.

“Since the project inception in 2022, UDSM has been on a continuous path of improvement by leveraging feedback from internal and external stakeholders to shape its educational landscape. The tracer study and institutional self-assessments, including SWOT analyses, laid the groundwork for identifying areas of strength and opportunities for growth and creating the national future”, said Dr. Haule.

Meanwhile, Prof. Masoud Muruke, UDSM-HEET Coordinator of Curriculum Development emphasised the significance of benchmarking in fostering UDSM quest for excellence. “Benchmarking provides a unique opportunity for us to learn from the successes of renowned institutions worldwide, through which we can refine our strategies and elevate the quality of the education we offer”.

## Embracing technological advancements and gender equality

The UDSM benchmarking team to Ghana scrutinised the educational landscape at the University of Ghana, Kwame Nkrumah University of Science and Technology, and the University of Cape Coast.

The team, which was led by Prof. Saudin Mwakaje – UDSM Chief Corporate Counsel and Secretary to Council, noted Ghanaian universities' robust in embracing online teaching, extensive research portfolios, and innovative integration of Artificial Intelligence (AI) into academic pursuits.

“Ghanaian universities showcased a commendable commitment to gender equality, with key leadership positions predominantly occupied by women. This democratic ethos, coupled with thriving research ecosystems, underscores Ghana's progressive stance towards educational inclusivity and innovation”, said Prof. Mwakaje.

Prof. Mwakaje further noted that they were impressed by the online teaching and the integration of artificial intelligence in pedagogy, particularly at institutions like Kwame Nkrumah University of Science and Technology (KNUST). “These insights will undoubtedly inform our approach to digital learning and innovation”.

Other team members were Prof. Beatrice Mkenda (Dean, School of Economics-UDSE), Prof. Siasa Mzenzi (Director, Planning Development and Investment-DPDI) and Dr. Latifa Mbelwa (Dean, University of Dar es Salaam Business School-UDBS).



## Pioneering excellence in interdisciplinary education

Another team led by the Deputy Vice Chancellor-Academic, Prof. Bonaventure Rutinwa, explored the educational landscape in Germany as they visited renowned institutions such as RWTH Aachen University, Paderborn University and Constructor University.

“Our visit to Germany provided us with invaluable insights into creating a vibrant and inclusive academic community. The institutions we visited provided us with a fresh perspective on interdisciplinary collaboration. We are eager to explore new avenues for collaboration with them”, said Prof. Rutinwa.

These institutions exemplified Germany’s steadfast dedication to interdisciplinary education and research. RWTH Aachen University, with its rich legacy spanning over a century, epitomised excellence in engineering and technology education”, noted Prof. Rutinwa.

Prof. Rutinwa also pointed out that the Universities visited such as Paderborn University – known for its collaborative philosophy, showcased a vibrant academic environment conducive to holistic learning. “Constructor University, for instance, is an international bastion of diversity, epitomised Germany’s commitment to fostering a global community of scholars”.

UDSM delegation to Germany also included Prof. Bakari Mwinyiwiwa (Principal, College of Engineering and Technology-CoET), Dr. Ellen Kalinga (Senior Lecturer, College of Information and Communication Technologies-CoICT), and Dr. Liberato Haule (UDSM-HEET Deputy Coordinator).

## Cultivating strategic partnerships and academic Excellence

In South Africa, a team led by Prof. Nelson Boniface, the Acting Deputy Vice Chancellor-Research, visited the Universities of Pretoria and Rhodes. The visit underscored South Africa’s strategic focus on cultivating partnerships between academia, industry, and government to drive innovation and academic excellence.

The team also consisted of Dr. Egbert Mujuni (Senior Lecturer, College of Natural and Applied Sciences-CoNAS), Dr. Aurelia Mallya (Head, Department of Linguistics, College of Humanities-CoHU) and Dr. Veronica Buchumi (Lecturer, UDSM School of Law-UDSoL).

According to Prof. Boniface, the lessons learned from South African universities would undoubtedly shape the future of UDSM. “South African universities exemplify the transformative potential of strategic collaborations with industry and government stakeholders”.



Prof. Boniface added that South Africa’s universities demonstrated a remarkable synergy between academia and industry, which fostered a culture of innovation and entrepreneurship. “These partnerships are invaluable in preparing students for the demands of the modern workforce”.

Dr. Veronica Buchumi said that the emphasis on transparent assessment procedures and industry partnerships in South Africa was particularly enlightening. “We are already brainstorming the ways to enhance our curriculum to better prepare our students for the legal profession”.

Additionally, in South Korea, a team that comprised the Deputy Permanent Secretary, Ministry of Education, Science and Technology, Prof. James Mdoe, and Deputy Vice Chancellor-Planning, Finance and Administration Prof. Bernadeta Killian, also forged partnerships with various South Korean universities in research areas, especially in technology and other disciplines.

Other team members included Dr. Mkabwa Manoko (Principal, College of Agriculture and Food Technology-CoAF) and Dr. Blandina Lugendo (Dean, School of Aquatic Sciences and Fisheries Technology)-SoAF.

## A roadmap for excellence

According to Dr. Haule, from these global visits’ insights, UDSM teams have outlined a roadmap for institutional enhancement, with recommendations that encompass a spectrum of initiatives.

“The proposed initiatives range from inclusive strategic planning and transparent governance structures; integration of cutting-edge technology; fostering industry partnerships; investing in staff development and motivation; and engaging in strategic global collaborations”, said Dr. Haule.

He said that by embracing these recommendations, UDSM aimed to fortify its position as a beacon of academic excellence in the global educational landscape.

Prof. Bonaventure Rutinwa, the Deputy Vice Chancellor-Academic, underscored the importance of these recommendations. “Our benchmarking journey has provided invaluable insights into global best practices. By implementing these recommendations, UDSM will continue to lead the charge in higher education excellence”.



# Message from the Deputy Co-ordinator

**Dr. Liberato Haule**

**UDSM HEET Deputy Coordinator**



We are delighted to inform our readers that we have recorded significant milestones reached in the implementation of the HEET Project at the University of Dar es Salaam since the last issue of this Newsletter.

We made significant strides in the construction project area by signing of contracts with contractors and handing over ten construction sites. The contracts are for the rehabilitation and construction of buildings at Mwalimu Julius Nyerere Mlimani campus, Kunduchi, Kijitonyama, Buyu-Zanzibar, Ngongo-Lindi and Ruangwa areas.

The contractors have possessed the sites for mobilisation and start of construction. The Chancellor of the University of Dar es Salaam, His Excellence Dr. Jakaya Mrisho Kikwete, former President of the United Republic of Tanzania, who presided over the signing ceremony, was impressed upon the contractors of the necessity of completion of construction within eighteen months as per the signed contracts. He promised that he would personally follow very closely every stage of the construction.

Indeed, the completion of the construction of buildings will significantly improve teaching and learning at the University. Upon completion, for instance, the College of Engineering and Technology (CoET) will have blocks L, O and Q rehabilitated; and seven new laboratories, five new workshops, one new studio and one lecture theatre and classrooms of varying sitting capacities built.

The College of Information and Communication Technologies (CoICT) will have a new building for one lecture theatre, three laboratories, one studio and two new workshops. Similarly, the School of Aquatic Sciences and Fisheries Technology (SoAF) will have one new building for classrooms and laboratories.

More buildings on the Mwalimu Nyerere Mlimani Campus will include a hostel for postgraduate students and for gender and special needs services. Similarly, the completion of construction at Buyu-Zanzibar will increase space and capacity for the Institute of Marine Sciences (IMS) in terms of classrooms, computer laboratories, postgraduate student offices and hostels for male and female students.

Newly introduced sites of the Mwalimu Nyerere Mlimani Campus in Ngongo and the Ruangwa centre will be equipped with administration buildings, lecture rooms, workshops, laboratories cafeteria and hostels for male and female students.

As part of the project, the curriculum has been upgraded and innovative pedagogies introduced. All academic units have already submitted the revised/developed curricular for review by a university-wide appointed team of experts. This exercise was highly consultative and included internal and external stakeholders.

In relation to infrastructure development and upgrading the curricular, the project is geared towards procuring of teaching and learning resources to be installed in the newly constructed buildings. As it was done for curriculum review, academic units will be at the forefront in identifying and deciding the types of equipment/learning support systems based on the requirements of the curricula and available resources.

Once again, we are grateful to the university community and all internal and external stakeholders who contributed to the success of the HEET Project and attainment of the milestones encapsulated in this Newsletter.



# Editorial

## Gender equality and inclusivity: cornerstones of HEET implementation and UDSM functioning

The implementation of Higher Education Economic Transformation (HEET) project at the University of Dar es Salaam focuses, among others, on ensuring mainstreaming and consideration of gender equality and inclusivity in all learning and teaching environments. In this regard, UDSM has set up solid plans to address gender disparities and encourage greater participation of women in Science, Technology, Engineering and Mathematics (STEM) disciplines.

Accordingly, UDSM has developed outreach programmes to sensitize female secondary school students; institutionalised gender strategy to attract and retain women in priority degree programmes, monitored progress and created safeguards by setting policies and guidelines against gender-based violence (GBV).

Some of the new regulations, under construction with support from the HEET project, include guidelines for management of gender-based violence and sexual exploitation, guidelines against abuse and harassment, and guidelines for handling grievances. The existing anti-sexual harassment policy has been revised.

The Guidelines for Managing Gender-Based Violence and Sexual Exploitation, Abuse and Harassment (GBV and SEAH) aim to ensure a healthy and liberated working and learning environment that supports gender equality and the elimination of all forms of gender prejudice, exploitation and oppression.

In addition, UDSM is establishing GBV management processes with linkages to the national policing systems; developing mentorship programmes for women, in STEM areas; constructing hostels/dormitories for women and students with disabilities; and increasing representation of women among academic staff and university leadership.

The project has also supported UDSM in the formulation of Grievances Handling Guidelines that set out principles and procedures for grievance handling at the University. These will serve as the framework from which grievance handling mechanisms at all levels of the University hierarchy are anchored.

With all these processes and mechanisms aimed at enhancing gender equality and inclusivity as well as addressing GBV issues, we believe that the training faculties at UDSM will be able to identify and support learners with special needs through the pedagogical skill training, and stress on gender equality and inclusivity in all respects.

We therefore stress that, these policies and related instruments and structures on gender equality and inclusivity for UDSM are indispensable. Through such initiatives, UDSM will maintain its reputation as a secure and gender-responsive academic environment where primary and secondary stakeholders interact with trust and respect to all individuals who make up what the University strives to be 'a humane and gender-sensitive environment'.



## UDSM HEET Coordination

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### Deputy Coordinator

Dr. Liberato V. Haule

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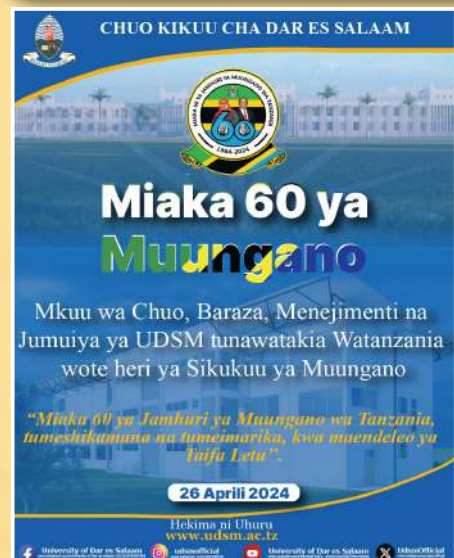
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# Gallery





# International Women's Day



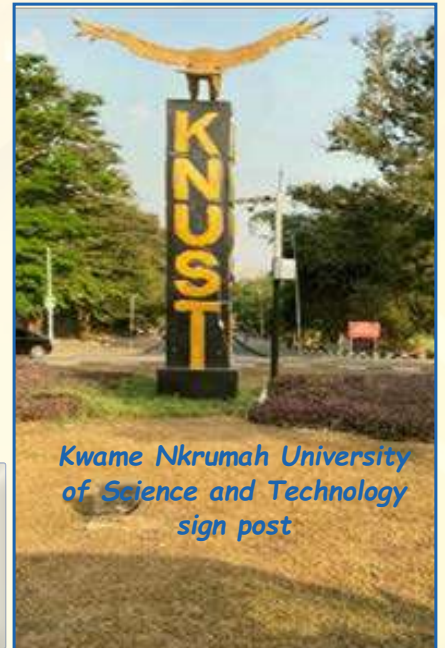


# Benchmarking Visits

Ghana



UDSM Team visiting Kwame Nkrumah University of Science and Technology, Ghana, 18<sup>th</sup> January 2024. The Team also visited University of Ghana and University of Cape Coast. In photograph, from left to right: Prof. Siasa Mzenzi (DPDI), Dr. Latifa Mbelwa (Dean, UDBS), Prof. Beatrice Mkenda (Dean, UDSE), Prof. Saudin Mwakaje (Team Leader and Chief Corporate Council and Secretary to Council).



Kwame Nkrumah University of Science and Technology sign post

## Lessons from South Korea



UDSM Team and their Tanzanian host counterpart at the College of Agriculture and Life Sciences, Seoul National University.



Prof. James Mdoe (left), the Deputy Permanent Secretary MoEST and Prof Bernadeta Killian (DVC-PFA) (right) after signing the MoU between UDSM and the President of Korea Aerospace University (KAU), Prof. Hee-young Hurr.



Visit to Germany

UDSM Team, Prof Bakari Mwinyiwiwa (Principal, CoET), Dr. Liberato Haule (Deputy Coordinator-HEET Project) and Dr Ellen Kalinga (Chairperson, Curriculum Review, CoICT) discussing issues of mutual interest with their host, Dr.-Ing. Puffer of the Faculty of Electrical Engineering and Information Technology, RWTH Aachen University

## Benchmarking in South Africa



Group photo at the Rhodes University. From left to right: Dr. Egbert Mujuni, Dr. Aurelia Mallya, Prof. Nelson Boniface, Dr. Nomakwezi Mzilikazi, Dr. Veronica Buchumi and Rhodes University Vice Chancellor Prof. Sizwe Mabizela.



# UDSM reviews 222 programmes, informed by industry and benchmarking insights

By Zamda George, UDSM-HEET



*The National Coordinator for HEET Dr. Kenneth Hosea (centre seated), UDSM Deputy Vice Chancellor-Academic Prof. Bonaventure Rutinwa (1<sup>st</sup> left seated), Coordinator of Academic-Industry Linkage, at the Ministry of Education, Science and Technology and other stakeholders from the industry in one of the HEET Project Meetings at UDSM recently.*



“Initially, the University completed a tracer study in August 2023. This extensive study involved 3,000 employees and 8,000 graduates from various sectors, who provided invaluable data on workforce needs and graduate outcomes, said Prof. Anangisyse.

Prof. Masoud Muruke, UDSM-HEET Coordinator of Curriculum Review, said that another key initiative in the process was the involvement of Industry Advisory Committees (IACs) which marked a significant departure from traditional approaches to curriculum design.

“These committees, comprising of industry experts and academic faculty, provide valuable insights into current industry trends, skill requirements, and emerging technologies. Their inputs ensure that UDSM graduates are equipped with relevant competencies to excel in their respective fields upon graduation”, said Prof. Muruke.

He added that, “the tracer study findings, coupled with academic and governance benchmarking within and outside Africa, have greatly informed our ongoing curricula review process. The involvement of Industry Advisory Committees (IACs) marked a significant step forward. This collaborative effort with industry experts ensures that our academic programmes align with real-world needs and industry standards”.

Prof. Muruke said that the collaborative efforts made were useful in developing an innovative pedagogies manual. “This manual, currently going through approval processes, will serve as a guiding framework for faculty members, ensuring effective delivery of revised curricula that align with global educational standards and best practices”.

As the curriculum review process at the University of Dar es Salaam clocks to its end, up to 222 reviewed academic programmes that are vastly informed by views from the industry and benchmarking insights, have been submitted for approval, this Newsletter can establish.

According to the information gathered from various parts involved in the curriculum review process at UDSM, 222 academic programmes (including new 37 programmes) were submitted from various UDSM academic units for approval by relevant university organs and authorities.

They comprised both undergraduate (bachelor’s degrees) and postgraduate (postgraduate diploma, master degree and PhD) programmes.

“Among them 94 were from the HEET Project priority disciplines namely, Engineering and Technology; Information and Communication Technologies; Agriculture and Agribusiness; Urban and Environmental Engineering; and Economics”, pointed out UDSM Vice Chancellor, Prof. William A. L. Anangisyse, recently during a visit of the World Bank Practice Manager, Muna Salih Meki at UDSM.

Prof. Anangisyse highlighted the extensive involvement of stakeholders, including industry representatives, in shaping the curriculum review process. He emphasised how UDSM underscored the importance of aligning academic programmes with the evolving needs of the job market and society at large.

**Continues page 19...**



# HEET Project boosts UDSM communication efforts with ultra-modern equipment

By Jackson Isdory and Wilson Remmy, UDSM-HEET



UDSM Communication and Marketing Unit (CMU) led by the head CMU, Dr. Dotto Paul Kuhenga (4<sup>th</sup> - right, front line) and some members of staff of UDSM Institute of Marine Sciences (IMS) Zanzibar led by IMS Director, Dr Magreth Kyewalyanga (3<sup>rd</sup> - right, frontline) when CMU paid a courtesy visit to IMS, recently.



In bolstering its communication and public relations endeavors, the University of Dar es Salaam (UDSM) has acquired cutting-edge communication equipment to enhance coverage of both UDSM undertakings and Higher Education for Economic Transformation (HEET) Project activities.

Speaking when handing over the equipment to the Communication and Marketing Unit, Prof. Bernadeta Killian, the Deputy Vice Chancellor-Planning, Finance and Administration and UDSM-HEET Coordinator highlighted the significance of such “world class facilities towards UDSM’s quest to leverage technology for advancing its communication objectives”.

Prof. Killian said that “as the HEET Project marches forward at UDSM, the deployment of cutting-edge equipment promises to enrich the narrative and information dissemination that realise its transformative endeavors for excellence in academia and beyond”.

She insisted that the University Management expected that the gadgets would be used properly and fruitfully. “It is very essential for users to handle the equipment with care to ensure its longevity and effectiveness”.

The meticulously curated list of purchased top-of-the-line equipment purchased ranges from high-resolution cameras to professional-grade audio devices. Among the notable items are the revered cameras, complemented with versatile lenses and ample storage solutions.

Other equipment includes a drone and Moza Air 2S gimbal for dynamic aerial footage aimed at elevating the Project’s communication unit’s visual storytelling capabilities through seamless audio capture. Others include a comprehensive setup featuring the Zoom H4n Pro handy recorder and Boya lapel microphone system.

In addition to camera gear and audio equipment, the list encompasses essential accessories such as lighting solutions, tripods, adapters, and storage devices to facilitate efficient workflow Management. Of particular importance, is the incorporation of advanced computing devices poised to serve as indispensable tools for content creation, editing, and dissemination.

Dr. Dotto Paul Kuhenga, UDSM Head of Communication and Marketing Unit and Public Relations specialist for the HEET Project, hailed the investment as a testament of UDSM’s commitment to effective communication. “This investment underscores our dedication to engaging stakeholders through immersive insights into our initiatives”.

“We are grateful to the University Management and HEET Project leadership for considering communication as a very important factor in the Project implementation. By harnessing the power of cutting-edge technology, we aim to provide stakeholders with immersive insights into our initiatives”, he said.

Ms. Zamda George, Branding and Marketing Officer, emphasised the importance of storytelling and immersive visuals in amplifying the impact of the University and Project initiatives. “This strategic investment not only equips our team with the necessary tools but also positions us at the forefront of multimedia communication within the academic sphere”.







*A section of UDSM members of staff in one of the gender and inclusivity trainings.*

## HEET spearheads strategies to address GBV and promote inclusivity at UDSM

By Zamda George, UDSM-HEET

As the University of Dar es Salaam (UDSM) stands at the forefront of addressing gender-based violence (GBV) and promoting inclusivity, it is apparent that such efforts have been reinvigorated due to substantial support and strategic initiatives by the Higher Education for Economic Transformation (HEET) Project.

Speaking during the celebrations of International Women's Day event at UDSM, on 7 March, 2024, Prof. Bonaventure Rutinwa, UDSM Deputy Vice Chancellor-Academic, said the University appreciated various efforts that have been made by both the relevant units at UDSM and HEET project to bring about gender equality, including establishing new policies and procedures such as the UDSM Gender Equity Strategy.

"The formulation of various policies to address GBV and the launch of the UDSM Gender Desk demonstrate our commitment to addressing gender-based violence and sexual harassment incidents among students and staff", said Prof. Rutinwa.

According to Dr. Liberato Haule, UDSM-HEET Deputy Coordinator, the Project has been a catalyst for significant advancements in fostering a safer and more equitable academic environment at UDSM.

Dr. Haule highlighted HEET's strategic initiatives aimed at enhancing gender equality and addressing GBV within the university community and underscored the pivotal role of women in national development.

"The formulation of guidelines and policies to address GBV and sexual harassment has been among the key activities in the project scope. This reflects the University commitment and HEET project objective to creating a safe and respectful environment for all students and staff members", said Dr. Haule.

Prof. Nelson Boniface, UDSM Acting Deputy Vice Chancellor-Research, pointed out various UDSM's initiatives and policies that were formulated aiming at empowering women, such as merit scholarship, professional development opportunities, and support for girls' education in STEM fields.

He also outlined the University efforts in combating gender-based violence and promoting a culture of respect and safety through established guidelines and mechanisms for reporting grievances.

Dr. Lulu Mahai, Director of the Institute of Gender Studies and Gender and Special Needs Coordinator for the UDSM-HEET project expressed gratitude to all participants for their dedication to promoting gender equality and empowering women.

She emphasised the importance of initiatives like HEET in driving positive change and fostering an inclusive academic environment where everyone can thrive and stressed on the university's multifaceted approach to addressing gender issues comprehensively and proactively.



# Grievance Redress Mechanisms for HEET construction sites unveiled

By Mercy Machange, UDSM-HEET



UDSM-HEET Social Development expert, Dr. Jacqueline Mgumia (standing) speaks to stakeholders on the Grievance Redress Mechanism for the HEET project at the University of Dar es Salaam recently.



The University of Dar es Salaam (UDSM) is taking all necessary measures to ensure smooth implementation of the Higher Education for Economic Transformation (HEET) Project by consolidating Grievance Redress Mechanisms (GRMs) at construction sites, it has been informed.

Information obtained from the UDSM-HEET Deputy Coordinator, Dr. Liberato Haule, showed that UDSM the construction of 24 buildings is under way at various sites through the HEET Project, following the signing of contracts with four contractors recently.

The sites are located in Dar es Salaam at the Mwalimu Julius Nyerere Mlimani Campus, College of Engineering and Technology, College of Information and Communication Technologies in Kijitonyama, School of Aquatic Sciences and Fisheries Technology in Kunduchi; in Zanzibar at the Institute of Marine Sciences in Lindi (Ngongo and Ruangwa) and Kagera.

Speaking to this Newsletter recently, UDSM-HEET Social Development Specialist, Dr. Jacqueline Mgumia, said the initiative to consolidate GRMs at construction sites underscored UDSM's commitment to addressing the concerns and grievances of project-affected persons (PAPs) in accordance with the Environmental and Social Framework (ESF) requirements outlined by the Government and the World Bank.

“GRMs play a crucial role in addressing the legitimate concerns of PAPs, providing them with a formal avenue to voice complaints or suggestions regarding project implementation. In cognizance of its importance, UDSM has established GRMs at various levels to facilitate prompt and transparent resolution of grievances”, said Dr. Mgumia.

She pointed out that at the construction level, designated Construction Grievance Committees (CGCs) were formed, and they comprised of representatives from implementing institutions, construction contractors, students, and relevant local government officials.

“These committees are mandated to swiftly address grievances related to building development activities. Grievance Handling Officers (GHOs) have been appointed to facilitate grievance management and maintain records of grievances and resolutions”, she said.

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# Grievance Redress...

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## *Grievances Resolution*

Meanwhile, UDSM HEET Environment Development Specialist, Dr. Edmund Mabhuye, said that in cases where grievances could not be resolved at the construction level, they would be escalated to higher tiers of resolution.

“The HEET Project Implementation Unit (PIU) assumes responsibility for addressing unresolved grievances in a fair and constructive manner. Stakeholders have the option to appeal to the Ministry of Education, Science and Technology (MoEST) if dissatisfied with the resolution provided by the PIU”, said Dr. Mabhuye.

“The GRM is designed to promote transparency and accountability in addressing grievances, ultimately fostering a conducive environment for project implementation”, he said.

He said that operational grievances arising from institutional activities would also be addressed internally through appointed GHOs at the University, college, and agency levels. These officers would maintain records of grievances and ensure timely resolution through a simplified grievance handling procedure.

## *Emphasis on transparency and continuous improvement*

According to Dr. Mabhuye, UDSM emphasised the importance of record-keeping and monitoring within the GRM framework, and that monthly reporting on the number of grievances received, resolved, and outstanding would be conducted, providing valuable insights for continuous improvement.

“The GRM is an integral component of our commitment to responsible project implementation, ensuring that the concerns of all stakeholders are heard and addressed in a timely manner”, he said.

He insisted that through these robust grievance redress mechanisms, UDSM aimed to strengthen trust and collaboration among project stakeholders, and ultimately contribute to the successful realisation of the HEET project’s objectives.



# UDSM reviews 222 programmes...

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He also pointed out that in the review process, the University continued to harness digital technologies and enhance industry partnerships to pave the way for a dynamic and responsive educational ecosystem.

“The integration of Open Education Resources (OER) platforms, Massive Open Online Courses (MOOCs), and smart campus initiatives underscores UDSM’s commitment to leveraging technology for inclusive and accessible learning experiences”, he said.

Through HEET Project and other initiatives, the University of Dar es Salaam (UDSM) has embarked on a journey of transformation, marked by significant progress in various academic and infrastructure development. These initiatives reflect UDSM’s proactive approach in addressing challenges related to programme capacity, student enrollment, and workforce relevance.

## **World Bank Practice Manager visits UDSM....**

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### **Upgrading curriculum**

Regarding upgrading curriculum, Prof. Anangisye said the University had completed a tracer study since August 2023 which involved 3,000 employees and 8,000 graduates from various sectors. The University conducted the academic and governance benchmarking within and outside Africa. “The findings from both the tracer study and benchmarking informed the ongoing curricula review process”.

Meanwhile, stakeholders from the industry testified about the functional linkages between them (industry) and UDSM and noted how the project supported the development of various systems and, for UDSM, establishment of an office for linkage with industry.

Dr. Liberato Haule, UDSM Deputy Coordinator for HEET Project, said the University had formulated guidelines on engagement with the industry that focused on five key areas namely, collaboration on outreach services with industry; establishment and operationalisation of Industry Advisory Committees; applied research, innovation and training infrastructures; collaboration on staff and students’ attachment/internship in industry; and involvement of adjunct staff to deliver UDSM academic programmes.



# Key milestones as UDSM excels in HEET project implementation

By Dotto Kuhenga, UDSM-HEET



*The Director of Higher Education in the Ministry of Education, Science and Technology, Pof. Peter Msoffe (centre - seated), HEET Project National Coordinator, Dr. Kenny Hosea (1<sup>st</sup> - right seated), UDSM HEET coordinator, Prof. Bernadetha Killian (1<sup>st</sup> - left-seated) and stakeholders from the industry in one of the HEET project meetings at UDSM recently.*

The University of Dar es Salaam has reported impressive milestones in the implementation of the Higher Education for Economic Transformation (HEET) Project as it has achieved near completion rates in capacity building and academic-industry linkages.

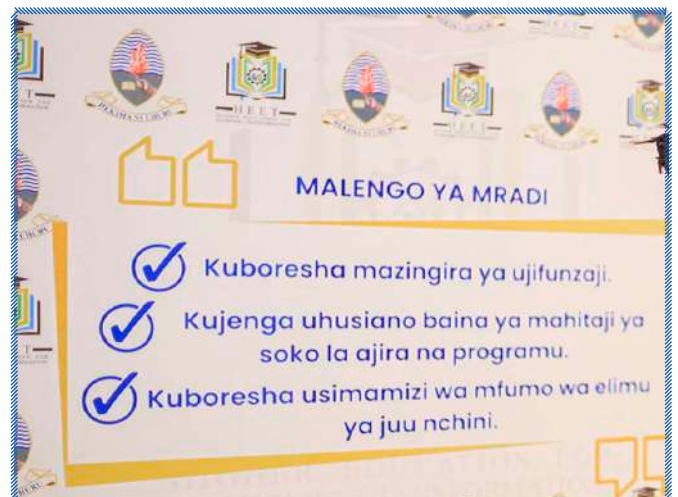
Speaking at the HEET Project Coordinators meeting held in Dar es Salaam from 26<sup>th</sup> to 28<sup>th</sup> February 2024, the UDSM Project Deputy Coordinator, Dr. Liberato Haule, reported UDSM exemplary performance not only in the two areas but also in updating of curriculum and introducing innovative pedagogical methodologies which were in their final touches.

At this meeting, which was organised by the Ministry of Education, Science and Technology, Dr. Haule pointed out that, in terms of building capacity for academic staff, UDSM had surpassed the target by offering scholarships to 23 academic members of staff for overseas study for PhD and master's degrees as opposed to the planned 22.

“In this regard, eight final scholarships were offered in June 2023 in which four were for PhD and four for Master's studies. We are also happy to report that five members of staff who were offered master's degree scholarships in the first batch have already completed their studies and reported back to work”, said Dr. Haule.

Explaining the progress in building functional linkages with the private sector or industry, Dr. Haule said that UDSM had undertaken almost all the required activities impeccably. He noted: “Various guidelines have been prepared and five Industry Advisory Committees have been formed and conducted their meetings as planned”.

In addition, Dr. Haule explained that UDSM had already formulated the Industry Linkage Office, appointed its head, and enabled it to kick off. He pointed out that “12 members of staff have also completed their placement in the industry in line with the five agreements which have been signed between UDSM and the industry”.







of Marine Sciences (IMS) Buyu, Zanzibar, worth TZS 10,118,405,530.78; and construction activities worth TZS 13,719,450,687.7 in the Ruangwa and Ngongo sites in Lindi region.

She also informed that UDSM signed a supervision contract with M/s Mhandisi Consultancy Ltd in joint venture with M/s MD Consultancy Limited and others to supervise construction of three buildings at Kagera campus.

The three buildings at Kagera campus, that make a total of 24 HEET buildings at UDSM, included administration and academic building, cafeteria and business complex building, and female students hostel building.

Meanwhile, the Director of Higher Education, Ministry of Education, Science and Technology, Prof. Peter Msoffe, said that the meeting aimed at receiving progress reports of the project implementation from various beneficiary institutions and chart the way forward for more improvement.

“This meeting is very important for it gives us an opportunity to learn the progress made and the challenges each institution is facing in the implementation of the project. It is also a very useful avenue to remind each other about the government and World Bank regulations and standards to be observed as we implement this project”, said Prof. Msoffe.

### UDSM signs contracts to construct 21 state of the art buildings

Meanwhile, Professor Bernadeta Killian, UDSM-HEET Coordinator and Deputy Vice Chancellor-Planning, Finance and Administration, said that UDSM had recently signed contracts with four contractors for construction of 21 buildings, out of the 24 planned to be built at UDSM, through the HEET project.

Prof. Killian, who also represented UDSM Vice Chancellor, Prof. William A. L. Anangisye, at the meeting, said the four contractors that signed the contracts to carry out the construction projects included M/S Mohammed Builders; M/S B.H. Ladwa; M/S Til Construction; and M/S Shandong Hi-Speed.

She noted that the contracts would cover construction activities in various colleges at the Mwalimu Julius Nyerere Mlimani campus worth TZS 6,643,437,375.37; construction of 11 new buildings including administration and academic building and one new hostel building for 80 students at the Institute

### HEET project focus areas at UDSM

In its totality, the 47.5 million USD HEET Project at UDSM focuses on eight key areas, namely, construction or rehabilitation of infrastructure; updating curriculum and introducing innovative pedagogical methodologies; and promoting applied research and innovation capacity.

Other areas include building functional linkages with the private sector/industry; strengthening the use of digital technology; promoting self-generated income; building capacity of academic staff and university leadership; and project administration, coordination, monitoring and evaluation.







Mr. Vicent Faustine Tsoray  
Msc. in Future Food  
Sustainability,  
Cranfield University,  
United Kingdom

## Another UDSM HEET scholarship beneficiary completes Master’s studies

By Ally Mambele, UDSM-HEET

One academic member of staff of the University of Dar es Salaam and among the beneficiaries of the affluent scholarship provided by the HEET Project, Mr. Vicent Faustine Tsoray, has successfully completed master’s studies recently, this Newsletter can report.

Mr. Tsoray, a Tutorial Assistant at UDSM Department of Agriculture Engineering, College of Agriculture and Food Technology (CoAF), completed his Master of Science degree in Future Food Sustainability at the Cranfield University, United Kingdom.

Mr. Tsoray now joins the first batch of four other University academic members of staff and HEET scholarship beneficiaries who completed their master’s studies at the end of last year, 2023.

“The scholarship was under the UDSM USIP budget, and part of a USD 200,000 grant for long-term training granted by the government of Tanzania under the HEET Project and we are very happy that now we have five students who have completed their studies successfully”, said Dr. Stephen Matei, UDSM-HEET specialist on capacity building.

According to Dr. Matei, Mr. Tsoray is among the ten UDSM members of staff who registered for studies at the master’s level under the UDSM-HEET scholarship. “We are glad to report that as of April 2024, five members among these ten under the project scholarship have completed their studies successfully”.

Dr. Matei further said that in terms of HEET scholarship, UDSM had already surpassed the target from offering 22 to 23 scholarships in which, 10 were for master’s studies and 13 for PhD studies.

Meanwhile, Mr. Tsoray extended his heartfelt appreciation to the HEET project team at UDSM and all those who played a role in making the scholarship possible. “I am indeed filled with a sense of responsibility to utilise the knowledge and skills I have acquired for the betterment of our society and for the realisation of the HEET project goals”.

### MSc studies successfully completed in 2023

In November 2023, this Newsletter reported that four members of staff who registered for studies at the master’s level under the UDSM-HEET scholarship had successfully completed their studies overseas and returned to UDSM.

The four members of staff were from the College of Agriculture and Food Technology (CoAF) as well as the College of Engineering and Technology (CoET) and they included Ms. Angelina William Mwakosya, Ms. Salma Damla, Mr. Gabriel Mwaijande Paul and Ms. Mariam Madundo.

Ms. Angelina William, a Tutorial Assistant from the Department of Food Science at CoAF who received the HEET scholarship in July 2022 for her master’s studies in Food Science at the University of Reading, United Kingdom, expressed her deepest gratitude and appreciation for the invaluable opportunity she was granted through the HEET project.

Another UDSM staff, Ms. Salma Damla, a Tutorial Assistant from the Department of Food Science, CoAF, completed her master’s from the University of Leeds, United Kingdom, and expressed her profound appreciation for the opportunity.

Others were Mr. Gabriel Mwaijande Paul, from the Department of Transportation and Geotechnical Engineering, CoET, who completed his master’s in Geotechnical Engineering from the University of Leeds, United Kingdom and Ms. Mariam Madundo, from the Department of Structural and Construction Engineering, CoET.





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