



Volume
01

HEET

Higher Education for Economic Transformation

Newsletter

Issue of January 2023



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Message from the Co-ordinator



Prof. Bernadeta Killian
UDSM HEET Coordinator

The University of Dar es Salaam is implementing the HEET project in seven strategic areas chosen to ensure that its development objective is responsive to the approved University Strategic Investment Plan (USIP). These seven focus areas are infrastructural development including upgrading learning equipment; upgrading curriculum and introducing innovative pedagogical methodologies; promoting applied research and innovation capacity; building functional linkage with the industry; strengthening the use of digital technology; promoting self-generated income; and building the capacity of both academic staff and the University leadership.

The University has allocated sufficient resources including a dedicated Project Implementation Unit, offices and a conducive environment for managing and administering the HEET project. The project's activity implementation cover the Mwalimu Julius Nyerere Mlimani Campus in Dar es Salaam, the Institute of Marine Sciences (IMS) – Zanzibar, and at the newly-developed campuses in Lindi and Kagera regions.

For the construction of infrastructure and upgrading of learning resources and equipment, the University intends to rehabilitate teaching facilities at the College of Engineering and Technology (CoET); construct new buildings for lecture theatres, lecture

rooms, studio, workshops, and laboratories for CoET, the College of Information and Communication Technologies (CoICT), and the School of Aquatic Sciences Fisheries Technology (SoAF) in Dar es Salaam. New buildings will also be constructed in Zanzibar (at IMS), and in Lindi and Kagera (the new campuses).

The project will also support the construction of students' hostels at the Mwalimu Julius Nyerere Mlimani Campus - Dar es Salaam, IMS - Zanzibar, as well as Lindi and Kagera campuses. The constructed and renovated facilities will also support inclusive and equitable environments for students with disabilities or any special needs.

In terms of upgrading curriculum and introducing innovative pedagogical methodologies the project will conduct tracer study for all the priority programs to determine its relevance and thereafter select programs for shelving, review and/or develop new programs, with a consideration of development of at least twenty online courses. This process will also engage relevant industry professionals in the design and delivery of priority degree programs and ensure their alignment to market needs.

To be a world class university, there is a strong emphasis on applying digital technology during the

delivery of the University's core functions. Moreover, to realise this goal the University has prepared a 10-year 'smart campus roadmap', which guides the implementation of digital technology endeavours under the HEET project. Substantial amounts will support the upgrading of ICT infrastructure such as ICT data communication network including Core and wi-fi. Moreover, an electric power stabilization system will be installed for the smooth running of the ICT infrastructure and associated systems.

Under this project, there is also a capacity-building component aimed to support staff training at the postgraduate (10 Master's and 12 PhD) level at world-class universities abroad. The postgraduate training intends to equip members of staff with knowledge and skills for conducting teaching and research, and for providing public services. In the same vein, heads of academic units and academic departments will be trained in leadership, decision-making and management skills. Such training will enhance the professional university administration for proper execution of University policies and programmes.

The project implementation also integrates activities to address inclusivity such as gender issues and encourage

greater participation and retention of women in various programmes, particularly in science, technology, engineering and mathematics disciplines.

The project supports the outreach programmes to sensitise female secondary school students and communities on University academic programmes, strengthen the gender desk to support the implementation of activities, and develop guidelines for identifying and supporting students with special needs. It also aims to strengthen the special needs unit by establishing a help desk to co-ordinate support services extended to them, enhance the counselling services for students with special needs, and develop procedures and systems for addressing Gender-Based Violence (GBV), Sex Reproductive Health (SRH), and HIV/AIDS issues.

Overall, it is the University's expectation that the implementation of the HEET project activities would have a significant impact on the quality of our graduates and alignment with the labour market alignment.



From the Deputy Co-ordinator's Desk



Dr. Liberato Haule

UDSM HEET Deputy Coordinator

The Project Implementation Unit (PIU) for the HEET project recognises the support it receives from the University community and other stakeholders. In fact, the successful execution of the HEET project would depend on a strong perpetual communication between the Unit and stakeholders. Since the beginning of the HEET project, the University has engaged with both internal and external stakeholders as significant players in preparing and implementing the project's activities.

The University appreciates a strong support receives from external stakeholders, especially the local authorities and communities during the engagement missions, which were conducted in Lindi and Zanzibar regions. In all the engagement missions, the stakeholders offered their *free prior consent* to the proposed endeavours in their respective localities. During the mission our communication and safeguards team listened to, recorded and responded to queries based on the expectations of the stakeholders about the new development activities to be implemented by the HEET project.

We, thus, appreciate so much the commitment by the local authorities and government departments to ensuring the availability of services such as water, electricity and roads to the newly-developed campuses. The University has also received the stakeholders' concerns and would consider them in line with the country's regulations during the implementation of the project's endeavours. The University has put in place a system to receive opinions, complaints, and enquiries regarding the project. In addition, the University requests the

external stakeholders to extend their co-operation by engaging with us using the system in place.

Academic units which are under the HEET project's priority disciplines also need to continually co-operate with the implementation unit. These academic units ought to continue engaging with their staff and students to ensure inclusivity when preparing user requirements for procuring equipment and constructing buildings under the HEET project to ensure the successful implementation sustainability of the planned undertakings.

In addition, when preparing the requirements for the new buildings, units should consider the use of solar energy, energy-serving systems, rain water harvesting, and promotion of the use of renewable material. Issues of inclusivity should also be considered when preparing user requirements to ensure that buildings cultivate a conducive learning environment for female students and those with special needs.

The HEET project plans to conduct a workshop on how to identify students with special needs for academic units to ensure they cater for their needs when preparing requirements. Academic units also need to participate in training before submitting the requirements.

Furthermore, we expect the University to ensure that academic units process all the issues related to the HEET project with a maximum degree of transparency. For instance, advertisement, processing and nomination of staff for training should be done in a transparent, participatory and inclusive manner.

Academic staff who are HEET scholars ought to specialise in fields facing a critical staff shortage problem. To realise the project's ultimate goal, the HEET postgraduate scholars must study tirelessly and studiously for them to graduate on time and return to continue with the teaching and research duties at the University.

Academic units also need to embrace sustainability and inclusivity attributes during the implementation of the HEET project activities such as the tracer study process, review of curriculum/development of new curricula, and development of modern pedagogical approaches. For instance, the revised/developed curricula must consider climate change aspects, alternative modes of delivery other than the traditional face-to-face, engagement of industrial experts on delivery of the curricular and the students' industrial attachment to the during their study.

The University appreciates private sector/industry as one of the important stakeholders. However, the

strengthening of the linkage with private sector/industry will largely depend on the commitment of academic units. In this regard, academic units ought to engage fully in implementing activities aimed to strengthen the linkage with the private sector. Academic units should also nominate competent members for the Industrial Advisory Committee, identify companies for collaboration in research, innovation and outreach services. In addition, academic units should prepare for staff placement in the industry to be implemented once guidelines for staff industrial placement is approved by the University.

Generally, a successful implementation of the HEET project will depend on the active involvement of both external and internal stakeholders. The Project Implementation Unit appreciates and calls for extended support received from both stakeholders.





UDSM receives USD 47.5 million for education advancement

By Dotto Kuhenga

The University of Dar es Salaam (UDSM) has received USD 47.5 million for various education advancement activities aimed to transform rapidly the campus in academics, thanks to the World Bank's Higher Education for Economic Transformation (HEET) project.

The agreement to disburse the funds was signed by the Permanent Secretary of the Ministry of Education, Science and Technology, Dr. Francis Michael and the Vice Chancellor of the University of Dar es Salaam, Prof. William A.L. Anangisye on 19th June 2022 in Dar es Salaam.

The Minister for Education, Science and Technology, Prof. Adolf Mkenda, who was the guest of honour at the occasion, said the fund was part of the one trillion Tanzania Shillings World Bank loan to the government, allocated to different higher learning institutions in Tanzania in a bid to transform higher education in Tanzania.

"We are very grateful to the World Bank for this very big loan which results in a major transformation of the higher education sector in the country. We highly value this initiative and that is why I wanted all of us, including the leaders of higher learning institutions, to attend this important function," said Prof. Mkenda.

Prof. Mkenda further urged the leaders of higher learning institutions to ensure value for money by spending well the disbursed funds. He was optimistic that the related expenditure would be in line with what the 6th phase government under H.E President Samia Suluhu Hassan envisages.

The Vice Chancellor of the University of Dar es Salaam,

Prof. Anangisye thanked the government of the United Republic of Tanzania, and the World Bank, for the funds allocated to the UDSM, and insisted on institution being keen and well-prepared to execute properly project plans as envisaged.

According to the University of Dar es Salaam Deputy HEET Co-ordinator, Dr. Liberato Haule, the University of Dar es Salaam through this project was going to establish new campuses in Bukoba and Lindi in Kagera and Lindi regions, respectively.

"There will be other education transformation activities, which will involve the construction of infrastructure [more than 11 new buildings] including state-of-the-art ICT infrastructure and equipment, upgrading of learning resources and equipment at the Mwalimu Julius K. Nyerere Mlimani Campus, and its Institute of Marine Sciences in Zanzibar in an attempt to enhance the enrolment capacity of female students in particular, in degree programmes in the fields of engineering, science, and technology", said Dr. Haule.

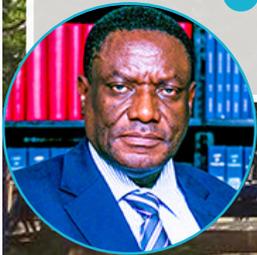
Other HEET project areas at UDSM include improving quality and labour market relevance of its programmes by upgrading curricula and developing new curricula; introducing innovative pedagogical methodologies including strengthening gender and inclusive education; and promotion of research and innovation capacity.

"Also, in this five-year project, the University of Dar es Salaam will strive to promote linkages with the industry and foster practical learning through partnerships with the private sector; promotion of digital skills; and improving decision-making capacity," said Dr. Haule.

Transformative UDSM Tracer Study underway to revamp curriculum

By Special Correspondent

“ In recognition of the valuable contribution of her graduates’ employers or potential employers in this endeavour, we thus invite all these individuals to fill out the short survey available on the Website, and other platforms so that we can get relevant information on this important process ”



UDSM - DVC Academic
Prof. Bonaventure Rutinwa



The University of Dar es Salaam (UDSM) has embarked on a university-wide tracer study aimed to determine a major rejuvenation of the curricula in all its academic units set to be undertaken early this year, 2023.

The UDSM Deputy Vice Chancellor-Academic, Prof. Bonaventure Rutinwa, the exercise was to make curricula more relevant and responsive to the job market.

“In recognition of the valuable contribution of her graduates’ employers or potential employers in this endeavour, we thus invite all these individuals to fill out the short survey available on the Website, and other platforms so that we can get relevant information on this important process,” said Prof. Rutinwa.

Prof. Rutinwa said that the information provided will be confidential with the UDSM using the data only for the intended purpose. Individuals can fill in and circulate the survey form to their fellow employer/potential employer of the UDSM graduates.

He said that the success of the tracer study being undertaken with support from the UDSM Higher Education for Economic Transformation (HEET) depends on the valuable contributions of both graduates and their employers in the job market.

Meanwhile, the UDSM HEET Project Curriculum Development/Review Specialist, Prof. Masoud Muroke, has outlined the key project tasks at UDSM in connection with the tracer study to include updating the curriculum and introducing innovative pedagogical methodologies.

“In such tasks there are again two activities identified, firstly conducting the tracer study – the activity that has already begun with online data collection and which is expected to contribute 60% of the expected responses. Field and face-to-face interviews targeting mainly graduate employers will effectively begin early in January 2023,” said Prof. Muroke.

Moreover, Prof. Muroke said that the tracer study would be completed in the first year of this HEET project to be followed by the second major activity of curriculum review/ development in the second year.

All the processes and activities related to Curriculum development and review stakeholders’ engagement would be well-defined and implemented, he said.

“The purpose is to ensure inclusivity in all processes of the tracer study and curriculum development and review process; and we emphasise that every communication to academic units should be on the importance of ensuring inclusivity when implementing these activities,” he said.

HEET Project to install 16 new buildings at UDSM by 2025

By Special Correspondent

The University of Dar es Salaam is set to construct up to 16 new buildings for various education purposes at its different campuses by 2025, thanks to the Higher Education for Economic Transformation (HEET) project.

Speaking to this newsletter recently, the UDSM HEET Infrastructure development specialist, Dr. Paul Christopher Ndumbaro, said the buildings would be constructed at the UDSM Dar es Salaam campuses (namely Mwalimu Julius Nyerere Main Campus, CoICT campus at Kijitonyama and SoAF campus at Kunduchi), at the Institute of Marine Sciences (IMS, Buyu campus - Zanzibar), and at new campuses in Lindi, and Kagera regions.

“There will be seven [construction] sites at the Mwalimu Nyerere Main Campus, 1 site at the College of Information and Communication Technologies (CoICT) - Kijitonyama, 2 sites at the School of Aquatic Science and Fisheries Technology (SoAF- Kunduchi); 2 sites at IMS-Buyu campus, Zanzibar; 2 sites at Lindi (in Ngongo and Ruangwa) and 1 site at Bukoba campus in Kagera,” said Dr. Ndumbaro.



For the procurement of consultancy services for design and supervision of construction, these projects have been clustered into three packages: Package 1 would involve all Dar es Salaam sites; Package 2 would cover the Zanzibar and Lindi sites; and Package 3 would focus on the Kagera site. Accordingly, package 1 has three lots, package 2 has two lots and package 3 has only one lot for procuring constructors.

At the Main Campus, lot 1 (one) would entail renovating and rejuvenating CoET Buildings (Block L, O, Q and S), constructing one new building with seven laboratories and five workshops. Additionally, another new building with one 250-seating capacity lecture theatre, three lecture rooms each able to accommodate 50 students, and one 50-student capacity studio room would also be built at the CoET.

Lot 2 (two) also at the Main Campus would comprise erecting four new buildings: One to serve as an Innovation hub; one for gender and special needs services; another for

a hall of residency (for 400 female students including 100 with special needs); and one more such establishment for postgraduate students (150 students), Dr. Ndumbaro said elaborated.

Dr. Ndumbaro further said that Lot 3 would culminate in the construction of new buildings at CoICT and SoAF. Specifically, a new building at CoICT Kijitonyama campus with one lecture theatre (for 300 students), one multimedia studio (50-student capacity), three advanced laboratories in emerging technologies (each with 40-student capacity) and two workshops (each with a 50-student capacity) would be constructed under the HEET project.

For the SoAF Kunduchi campus, the new buildings would comprise two lecture theatres, each with a capacity to accommodate 150 students, and one laboratory with 50-student capacity.

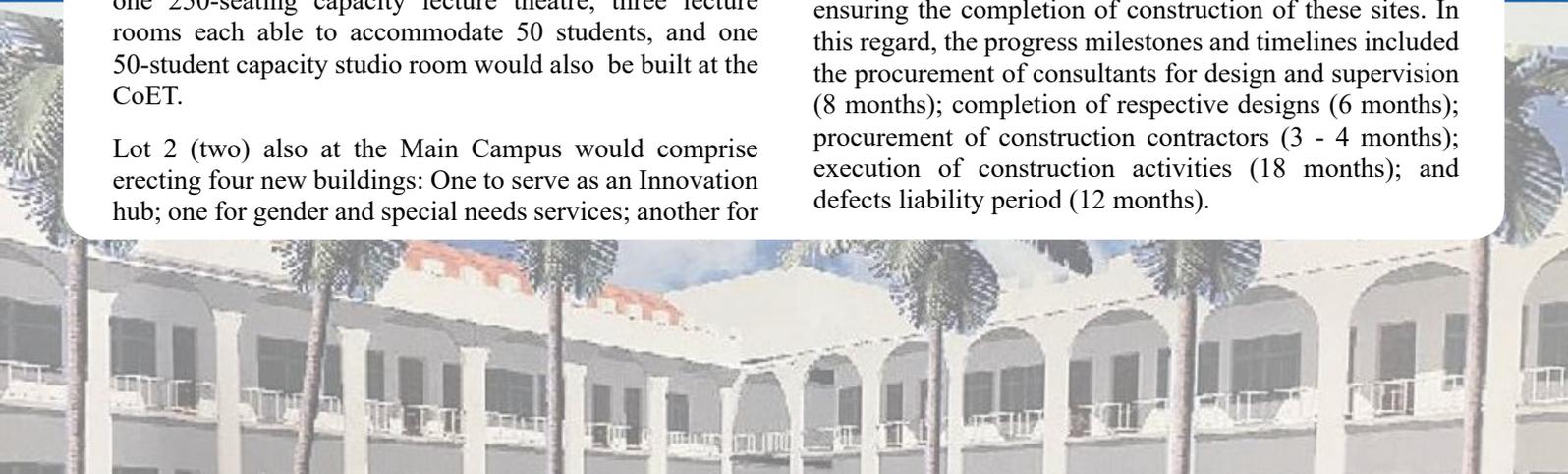
Lot 1 under Package 2 in Zanzibar at the UDSM - IMS, Buyu campus, would cover the completion of a building (phase II) for lecture rooms, laboratories, conference hall and staff offices, and a new hostel building to house 200 students.

On the other hand, Lot 2 would cover the development of two Lindi campuses. To begin with, at Ngongo campus, one administration block, lecture rooms block with six 60-student capacity rooms, one laboratory and a workshop block, one hall of residency block with a 512-students capacity, one students' cafeteria block, dispensary, and related infrastructure facilities would be constructed under the project.

At the Ruangwa campus, a block with 50-student capacity lecture rooms and four staff offices, one hostel with a 50 students housing capacity and mini cafeteria would be built under the project.

The final Package 3 would cover the Bukoba campus in Kagera region. Specifically, the plan entailed erecting one administration block, lecture rooms block, laboratory block, hostel block, students cafeteria block, dispensary and related infrastructural facilities.

Dr. Ndumbaro said that a plan was already in place for ensuring the completion of construction of these sites. In this regard, the progress milestones and timelines included the procurement of consultants for design and supervision (8 months); completion of respective designs (6 months); procurement of construction contractors (3 - 4 months); execution of construction activities (18 months); and defects liability period (12 months).



IMS Receives TZS 11 Billion for Infrastructure Development

By Jackson Isdory

The Ministry of Education, Science and Technology has allocated 11 billion Tanzanian shillings to the University of Dar es Salaam, Institute of Marine Sciences (IMS) in Zanzibar for undertaking immediate infrastructure development.

The funds, disbursed as part of the World Bank's Higher Education for Economic Transformation (HEET) project, would enable the resumption of the construction of Phase II of the administration and academic building at IMS, which had stalled for a long time.

The Minister for Education, Science and Technology, Hon. Prof. Adolf Mkenda, confirmed the allocation of funds during his visit to IMS in Zanzibar on Saturday 9th July 2022.

Prof. Mkenda insisted that the allocation of funds to IMS was in line with the instruction of H.E. President Samia Suluhu Hassan that the HEET project money be distributed throughout the country to improve and develop higher learning institutions in Tanzania for them to offer skills and employment opportunities to many citizens.

"This is what Her Excellency the President has instructed; the [HEET] funds should be distributed throughout the country. For this reason, we have brought this money to this Institute as well. Likewise, some funds will also be used to establish satellite universities' campuses in the regions of Tabora, Mara, Geita, Simiyu, Manyara and Tanga," said Prof. Mkenda.

Prof. Mkenda urged the University of Dar es Salaam to ensure the funds were spent in accordance with the intended objectives and the realisation of value for money during infrastructural development.

He also directed the Ardhi University (ARU) Vice Chancellor Prof. Evaristo Riwa to send experts to the IMS to evaluate the infrastructure constructed under ARU's supervision and address the noticeable shortcomings before the institution could be considered for any engagement in phase II works.

Meanwhile, the Kiembe Samaki Member of Parliament, Hon. Mohammed Maulid Ali thanked the government of the United Republic of Tanzania for the funds allocated to IMS. He said he was optimistic that the completion of the infrastructure development would enable the IMS to produce productive youths for promoting the blue economy.

In the same vein, Mr. Moses Mbiru who represented the IMS Director Dr. Margareth Kyewalyanga, said the funds would be used for constructing the administration and academic building as well as other development-related endeavours at the institute.

The government of the United Republic of Tanzania, through the Ministry of Education, Science and Technology, is implementing a one-trillion Tanzanian shillings project under the World Bank support, aimed to transform higher education in Tanzania. In all, 22 higher learning institutions would benefit from this project.



Minister for Education, Science and Technology, Prof. Adolf Mkenda visit to UDSM-IMS, Buyu Zanzibar in July, 2022.



Editorial

UDSM HEET Project covers multiple areas and so is our reportage

The University of Dar es Salaam (UDSM) has embarked on the implementation of a-USD 47.5 million World Bank's Higher Education for Economic Transformation (HEET) project for various education advancement activities aimed to transform the institution in academics.

The HEET project at the UDSM, which is implemented under the supervision of the Ministry of Education, Science and Technology, covers infrastructure development, upgrading of curriculum, promoting applied research and innovation capacity, building functional linkage with industry, strengthening the use of digital technology, staff capacity building, and others.

The multiplicity and diversity of the areas the HEET project deals with at the UDSM has thus necessitated the formulation of a special Project Implementing Unit (PIU) that composed of experts from diverse respective areas through which the project is being implemented.

Besides the Project Co-ordinator and Deputy Co-ordinator, other members of the PIU come from education technology and digital infrastructural development; monitoring and evaluation; environmental development; infrastructural development; capacity-building; and curriculum development/review. Other areas cover gender and inclusive education development; social development; private sector engagement; public relations and communication; finance management; and procurement.

These diverse areas represent the numerous activities undertaken during the project implementation which, as a result, need to be publicised and communicated properly (through various platforms) to various stakeholders.

This newsletter is one of the platforms through which the diverse UDSM HEET activities are covered and publicised. The quarterly newsletter reports the progress, news, analyses, and any information capturing the project's diverse but focused areas and activities at the UDSM.

This newsletter does not only serve as the UDSM HEET project platform but also a bridge between the PIU and various stakeholders through which opinions, suggestions, concerns and grievances can be aired and be addressed as well. We, therefore, urge everyone to use this important platform and forum for desired successful implementation of the HEET project at the UDSM particularly, and for the betterment of this institution generally.



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Gallery

UDSM HEET Project Implementation Unit (PIU) Retreat, November, 2022



Stakeholders engagement and site visit at UDSM-IMS Buyu, Zanzibar, December 2022



HEET spearheads an overhaul of UDSM ICT infrastructure

By Special Correspondent



Dr. Kwame Ibwe



The Higher Education Economic Transformation (HEET) project at the University of Dar es Salaam has apportioned a significant part of its funds to overhauling the University Information and Communication Technology (ICT) infrastructure and services, it has been learned.

The UDSM HEET Project Education Technology and Digital Infrastructure Development Specialist, Dr. Ibwe Kwame, said that there would be 28 activities under ICT inclusive of the installation of new ICT data communication network, establishment of the UDSM smart campus infrastructure and conducting related training.

“The smart campus activity is central to effectively accomplish other ICT activities in this important process,” said Dr. Ibwe, who is also a Senior Lecturer at the UDSM College of Information and Technology (CoICT).

Moreover, he said that the smart campus comprised automated systems to enhance accessibility of Colleges or UDSM resources and promote security of facilities, equipment, and systems.

Currently, during the project implementation, Dr. Ibwe said that the ICT team in the project had already established the UDSM Smart Campus Roadmap that defines the scope, model, and rollout plans.

“This roadmap assists the team in specifying the requirements and preparation and effective execution of the activities towards the attainment of the smart campus.” said Dr. Ibwe.

Dr. Ibwe said that the project’s focus on establishing the UDSM smart campus served as the panacea for promoting innovation, technology, and changing students’ behaviour present the University with new opportunities to improve learning outcomes, enhance campus safety and expand their networks.

“With this smart campus, there will be safe and secure settings, network connectivity, innovative learning environments, functional space and infrastructure interoperability,” said Dr. Ibwe.

Engage stakeholders when preparing user requirements for HEET, Units urged

By Special Correspondent



The University of Dar es Salaam academic Units have been urged to engage all stakeholders and ensure inclusivity when preparing user requirements for procuring equipment and constructing buildings under the HEET project.

UDSM HEET Deputy Co-ordinator Dr. Liberato Haule said such engagement and inclusivity would ensure successful implementation and sustainability of the planned undertakings. He addressed various University Units when the Project Implementation Unit (PIU) recently visited them as part of the HEET project familiarisation as well as information sharing and gathering drive.

Dr. Haule said that the activities under every priority discipline in the University Strategic Investment Plan (USIP) were prepared by respective academic units depending on their needs. Thus, every academic unit must ensure that they prepared user requirements in a participatory and inclusive manner, he said.



Dr. Liberato Haule

In addition, he said that the PIU office would request units to submit their requirements that their departments prepared and submitted for management discussion and approval prior to submission to the PIU. The preparation of these requirements must consider issues of gender and inclusivity in line the University's policy and vision.

"Inspiring staff and students is one the three pillars of the UDSM Vision 2061. Hence staff and student involvement in the preparation of the requirements is paramount," said Dr. Haule.

He said the University of Dar es Salaam HEET Project Implementation Unit has put in place the Stakeholder Engagement Plan to ensure there was a common understanding of the project's components and associated

implementation needs among the units. The plan would also guide the overseeing of the implementation of the priority areas at the UDSM.

These engagement visits primarily aimed to foster the PIU's presentation of the objectives and scope of the HEET project to encourage deliberations and receiving of suggestions on the project, including user requirements for the design of buildings set for construction under the project.

During these visits, the Units were informed that the effective date the project implementation was 13 September and conclusion date was 12 July 2026. Implicitly, there would be no project transactions allowed after January 2027.

The PIU also informed the Units about the tracer study for all curricula that would inform the curriculum review process and new curriculum development. The University had prepared guidelines on the conducting the tracer study that the Units must adhere to but can customise accordingly to meet the units' needs without tempering with University generic issues.

Other issues that the PIU shared with Units included the guidelines for staff capacity building for both the short and long terms that would be issued to guide the application, processing and selection of staff to benefit from HEET project training. As such, Units needed to sensitise their members of staff eligible for postgraduate training on applying for the HEET scholarships.

"We also informed the Units about activities aiming at strengthening the use of digital technology in teaching and learning at the University. The project will involve the establishment of online learning platforms and digital technology applications; the state-of-the-art ICT infrastructure and equipment, and Enterprise Resource Management System that will enable the integration of most of the UDSM online systems, which aim at transforming the UDSM into a 'smart campus'," said Dr. Haule.

The Units that the PIU had so far visited include the College of Engineering and Technology (CoET), College of Agriculture and Food Technology (CoAF), University of Dar es Salaam School of Economics (UDSoEC), College of Information and Communication Technologies (CoICT), and the School of Education (SoED).

Monitoring and Evaluation to guide HEET implementation at UDSM

By Special Correspondent



The implementation of the Higher Education for Economic Transformation (HEET) at the University of Dar es Salaam will be guided by professional and strict monitoring and evaluation procedures, it has been learned.

The HEET UDSM Monitoring and Evaluation Specialist, Dr. Innocent Pantaleo, told this Newsletter recently that the implementation of the HEET project at the University would comply with all the requirements aimed to foster transparency, accountability and the desired progress.

Indeed, each institution was responsible for registering the required progress in the execution of its activities and, accordingly, submitting the developments, including the associated challenges, to the Ministry of Education, Science and Technology (MoEST) via quarterly and annual progress reports.

“The reporting of the progress will be in terms of post submission to internal university or agency organs

in a bid to guarantee institutional ownership and accountability,” said Dr. Pantaleo, an Economist from the UDSM School of Economics.

Dr. Pantaleo named the applicable key monitoring tools to include an investment plan, monitoring and evaluation plan and results framework, procurement plan and financial plan. In addition, he said, the financial plan entailed correcting and recording all the project-related financial transactions and balances.

“The monitoring and evaluation process will also include facilitation of the preparation of regular, accurate, reliable, and timely financial statements and safeguarding of the project’s assets,” he said.

Furthermore, according to Dr. Pantaleo, the project budget would be prepared in line with the government budget calendar, the Budget Act of 2015, and Budget Regulations of 2015. The project will also consider and evaluate issues related to risks, procurement and safeguards as well as gender.

Farewell



Prof. David Mfinanga
Outgoing UDSM HEET Coordinator
(June 2021 to November 2022)

Welcome on Board



Prof. Bernadeta Killian
New UDSM HEET Coordinator
(From December 2022)



Christina Emmanuel
Executive Assistant
(From July 2022)



Job Semboja
Procurement Specialist
(From November 2022)

UDSM HEET Project Team holds Productive Plans Review Retreat

By Glory Kavishe



The Higher Education for Economic Transformation (HEET) Project Implementation Unit (PIU) at the University of Dar es Salaam has held a vital retreat to review and update plans and project documents in Dar es Salaam, recently.

The retreat, which brought together all the project specialists at the University of Dar es Salaam, was held from November 15th to 17th, 2022 at the APC Hotel and Conference Centre.

The UDSM HEET Project Deputy Co-ordinator, Dr. Liberato Haule, said that the retreat mainly aimed to review the documents and update the Action Plan of the HEET project, which is one of the major activities being undertaken at the University of Dar es Salaam.

During the retreat each specialist had an opportunity share their understanding by indicating all the actionable items from the documents relevant to their respective areas of specialisation and implementation. Such shared presentations and discussions further enriched the individual and collective understanding of the project plans and goals.

“The presentations were discussed by the members in the form of question and answers. Then participants reviewed key project documents and presented the key items to be included in the implementation plans; and, finally, participants agreed on the way forward,” said Dr. Haule.

The retreat participants also shared how the effective project implementation could further to enhance and strengthen the learning environment and the alignment of priority programmes at beneficiary higher education institutions with the labour market in addition to improving the overall management of the higher education system.

Dr. Haule implored every member of the Project Implementation Unit (PIU) to familiarise oneself with the six documents as a mandatory requirement for the successful execution of the project. These key documents comprise the University Strategic Investment Plan (USIP), the Project Appraisal Document (PAD), Project Operational Manual (POM), Financing Agreement, Safeguard documents (ESMF, ESF, ESCP, RPF, SEP), and Grant Agreement.

The PIU members who attended this retreat include Dr. Liberato V. Haule (Deputy Co-ordinator), Dr. Dotto Kuhenga (Public Relations and Communication Specialist), Dr. Ibwe Kwame (Education Technology and Digital Infrastructure Development Specialist), Dr. Innocent Pantaleo (Monitoring and Evaluation Specialist), Dr. Edmund Mabhuye (Environmental Development Specialist), and Dr. Paul Ndumbaro (Infrastructure Development Specialist).

Others were Dr. Emmanuel S. Matee (Co-ordinator of Capacity Building), Prof. Masoud Muroke (Curriculum Development/Review Specialist), Dr. Lulu Mahai (Gender and Inclusive Education Development Specialist), Dr. Jacqueline Mgumia (Social Development Specialist), Dr. Fatuma Simba (Private Sector Engagement Specialist), CPA Ally A. Mringo (Finance Management Specialist), and CPSP Job Semboja (Procurement Specialist).

HEET project offers scholarships to more than 20 UDSM academics

By Special Correspondent



Francis Changoma, PhD Student,
Hokkaido University, Japan.



Mariam Madundo, MSc Student,
University College London, UK



Merina Luambano, PhD Student,
University of Oslo, Norway.



Gabriel Mwajande, MSc Student,
University of Leeds, UK.

The Higher Education Economic for Transformation (HEET) project at the University of Dar es Salaam will offer more than 20 scholarships for UDSM members of academic staff to undertake PhD and Master's studies abroad, it has been learnt.

The UDSM-HEET project Capacity Building Expert, Dr. Emmanuel Matee, told this Newsletter recently that the project would train ten (10) faculty members at the Master of Science (MSc) level and twelve (12) at the PhD level to further enhance their preparedness for rigours of teaching, research and consultancy at the University level.

Dr. Matee further said that the criteria for identifying qualified academic staff for such scholarships had already been finalised. In fact, the rigorous selection process had been already applied to offer 15 out of the 22 scholarships available.

“Ten beneficiaries have already joined universities in Japan, the United Kingdom, Denmark, Finland, Norway, and South Africa whereas for some departments, the relevant members of staff are still working on some permits and admission arrangements to join universities in South Africa and Germany,” said Dr. Matee.

He said that the University was “happy that this process is going on smoothly; and we are optimistic that after a few years, the ones who receive these scholarships will return to the University with value-adding education.”

Meanwhile, the University of Dar es Salaam will also train through the HEET project its members of staff on effective supervision to improve the quality of MSc and PhD

graduates, said Dr. Matee.

Moreover, the capacity and building co-ordination arm of the project will train the UDSM management comprising the Vice Chancellor, Deputy Vice Chancellors, and Deans, Principals and Directors on Leadership and Management Skills to improve Governance and management of the University.

“We will also train UDSM intermediate management staff [Heads of units and Department] on leadership and management to improve the governance and management of UDSM management staff,” Dr. Matee said, adding that UDSM female staff would also benefit from such training to acquire leadership and management skills.

Dr. Matee noted that one of the actionable items from the documents was ensuring that there was a proper mechanism in place for the HEET scholarship beneficiaries to channel operational grievances and other concerns.

Furthermore, he said that the HEET UDSM capacity building co-ordination provided short-term training, which include training of UDSM technicians on modern laboratory technologies; training of management staff, trainers, and multidisciplinary technical teams for the innovation hub and incubation; and training of UDSM staff on Intellectual Property Rights (IPR) and Patenting.

Other trainings cover modern and innovative pedagogical skills; training (retooling) of academic and technical staff on emerging technologies in water and sanitation technologies; and training of the members of the UDSM HEET Project Implementation Unit on project management.

HEET project embraces social issues as key priority at UDSM

By Special Correspondent



The implementation of the Higher Education for Economic Transformation (HEET) project at the University of Dar es Salaam is committed to observing, identifying, addressing and incorporating stakeholders' priorities and concerns during the project undertaking.

The UDSM-HEET project Social Development Expert, Dr. Jacqueline Mgumia, told this newsletter early in January this year that, as the current development initiatives needed to be informed by principles of ethics with adherence to human rights and people-centred approaches, the HEET project has also been designed with social safeguards frameworks.

“Such frameworks are there with the intent of engaging and protecting stakeholders' interests, concerns and wellbeing, in respect to their properties, land, culture and environments, to name the few,” said Dr. Mgumia.

Dr. Mgumia said the frameworks include the Stakeholders Engagement Plan (SEP) and the Grievance Redress Mechanism (GRM), which are people-centred tools.

“SEP is designed to ensure participation and inclusivity of the stakeholders at various phases of project implementation. This starts with informing and collecting views of the stakeholders as well as publishing progress of the project to the public,” she elaborated.

“GRM, on other hand, has been designed to address complaints and grievances from members of the public who may perceive risks to themselves, their properties, or performance of the project,” said Dr. Mgumia.

She further noted that other aspects that are also key in this regard include social inclusivity and monitoring. On inclusivity, UDSM is required to make sure that in all of its activities, from implementation to project outcome, the approach and processes should promote, advance and protect

rights for women, people living with disabilities and other marginalised groups by observing gender balance and human right principles.

“On monitoring, the framework guides the university to conduct routine checks to ensure social complaints and grievances are noted and resolved promptly, in respect to the World Bank and country's procedures and laws.” she emphasised.

To fulfil the social safeguards requirement of the HEET project, Dr. Mgumia pointed out that the GRM committee has already been appointed by the UDSM management and was developing the UDSM-GRMO.

Meanwhile, Dr. Mgumia said that the UDSM has already conducted stakeholders' engagement sessions in Lindi and Ruangwa, and at the UDSM Institute of Marine Sciences in Zanzibar to introduce the project and receive various concerns that need addressing.

“We have been conducting these meetings mainly for three key objectives. First, to introduce the HEET project to local stakeholders, which include local government officials, administrators, staff and students, and key stakeholders with relevance to support functions of the University. Second, to collect the views of stakeholder on the HEET project, which have been informative in fine-tuning the project activities and intended outputs. Finally, to conduct physical site visits for the identification of social and environmental issues in respective areas,” said Dr. Mgumia.

The team of UDSM HEET experts in these meetings comprises the Social Development expert, Dr. Jacqueline Mgumia; Environmental Development expert, Dr. Edmund Mabhuye; Infrastructure Development expert, Dr. Paul Ndumbaro; and Communication expert, Dr. Dotto Kuhenga.

UDSM HEET mission to address gender issues and encourage STEM

By Special Correspondent



The Higher Education Economic Transformation (HEET) project at the University of Dar es Salaam has solid plans for addressing gender issues and encourage greater participation of women in Science, Technology, Engineering and Mathematics (STEM) disciplines.

Speaking to this newsletter recently, the HEET UDSM Gender Specialist, Dr. Lulu Mahai said that the project has developed mechanisms and activities aimed to address various gender issues and encourage greater participation of women in higher education programmes, particularly in STEM disciplines.

“These activities include developing outreach programmes to sensitise female secondary school students; establishing an institutional gender strategy to attract and retain women in priority degree programmes and monitor progress; and creating safe by setting policies and guidelines to safeguard against gender-based violence (GBV),” said Dr. Mahai.

Dr. Mahai further said that the project would establish GBV management processes with linkages to the national policing systems; develop mentorship programmes for women, in STEM areas; construct hostels/dormitories for women and student with disabilities; and increase the representation of women among academic staff and university leadership.

“In this project, training faculties will be required to identify and support learners with special needs through the pedagogical skill training; and there will be establishment of Help Desks as well developing requisite institutional guidelines, which include putting up modest resource centre to provide learning resources across programmes,” she said.

Other activities in this regard would include the assessment of systems and guidelines for reducing Gender Based Violence (GBV) among students and staff (looking at shortcomings and achievements) in addition

to developing guidelines aimed to address GBV among staff and students.

Meanwhile, Dr. Mahai has said that her team has already started executing these activities and have since already visited six (6) schools and reached more than 500 girls taking science-based combinations. The schools that have been reached thus far, from November to December 2022, are six from five regions of Dar es Salaam (Jangwani and Zanaki), Coast (Ruvu Secondary), Morogoro (Kilakala), Iringa (Iringa Girls), and Dodoma, (Msalato Secondary School).

The team from the UDSM that visited the schools was led by Dr. Lulu Mahai. Other team members comprised Dr. Neema Msuya, Dr. Thaudensia Ndeskoi, Dr. Flora Stephano, Dr. Betina Lukwambe, and Dr. Divina Kaombe.

“The girls [students] were very happy and inspired to see a team of women from the UDSM with PhDs and vast experience in science and gender issues. Some promised to work hard to become university lecturers; others wanted to become engineers because they saw Dr. Divina and Dr. Neema, who inspired them so much,” said Dr. Mahai.



UDSM set to hold historic partnership dialogue with industry

By Special Correspondent

The University of Dar es Salaam will hold a momentous strategic partnership dialogue with the decision-makers of selected public and private sector industries in mid-February 2023, it has been learnt.

This dialogue is one of the key activities of the UDSM Higher Education Economic Transformation (HEET) project whose development objective is to strengthen the learning environment and labour market alignment of priority programmes at beneficiary higher education institutions and improve management of the higher education system in Tanzania.

Speaking to this newsletter recently, the HEET UDSM Private Sector Engagement Specialist, Dr. Fatuma Simba, said the planned strategic partnership dialogue would serve as an avenue to engage the stakeholders and get their views on the scope of the partnership that could further develop their mutually beneficial relationship with the UDSM.

“The dialogue will provide opportunities to discuss issues of common interest and concern, exchange views on strategic priorities, review challenges and opportunities, and explore ways to commence or reinforce co-operation between UDSM and the industry,” said Dr. Simba.

The UDSM Deputy Vice Chancellor-Planning, Finance and Administration, Prof. Bernadeta Killian, who is

also the UDSM HEET Co-ordinator, is also a member of the dialogue organising team led by the Director of Public Service, Prof. Neema Mori.



When contacted by this newsletter, the team convener, Prof. Neema Mori, said that preparations for this historic strategic partnership dialogue were progressing smoothly. More than 70 public and private organisations were expected to attend and participate in the dialogue.

“The preparations of the dialogue are ongoing very well, and we expect to have a very big number of participants who will certainly help us not only to improve and identify our strategic areas of co-operation with the industry, but also to strengthen the delivery of our University’s core functions of teaching, research and knowledge exchange,” said Prof. Mori.



UDSM prioritises stakeholders' engagement in HEET project

By Special Correspondent

The University of Dar es Salaam has prioritised stakeholders' engagement during the implementation of its Higher Education for Economic Transformation (HEET) project.

This prioritisation has prompted the Project Implementation Unit (PIU) to develop a Stakeholders Engagement Plan (SEP) aimed to ensure inclusive engagement with stakeholders for effective implementation of the HEET project, the HEET UDSM Environmental Development Expert, Dr. Edmund Mabhuye, told the Newsletter recently.

“The Stakeholders Engagement Plan (SEP) is one of the key documents that enhances the smooth implementation of the project... it has been developed to guide project preparation and provide insights into project implementation, including the construction and operations of the project,” he said.

He said that the plan was vital in ensuring the sustainability of the project milestones as well as key achievements. “Without stakeholders' engagement, there will be no project ownership by key stakeholders including beneficiaries,” Dr Mabhuye said, adding;



“Without SEP, the project can neither be sustainable nor result in sustainability as the major components of sustainability such as social, environmental and economic viability can be overlooked or marginalised.”

Furthermore, he said that, as the project was financing the development of infrastructure, faculties, and quality assurance systems in higher education to facilitate rapid economic transformation in the country, the SEP document would be instrumental in guiding the day-to-day operations related to the stakeholders' engagement in different stages of project implementation.

Dr. Mabhuye also explained how the SEP lists both internal and external stakeholders the UDSM envisaged to engage with during the HEET project implementation.

These stakeholders included the UDSM top management; heads of unit; University of Dar es Salaam Academic Assembly (UDASA), Researchers, Academicians and Allied Workers Union (RAAWU) at the UDSM, people with disabilities, student leaders, students, adjacent communities including landowners and vulnerable people, local and central government leaders, the private sector, civil society organisations, and contractors.

“Every group of stakeholders is very important for the smooth implementation of the project, as engaging them helps to understand and address any issue that has an impact on them in the implementation of the project. This engagement is a must consideration as far as the smooth implementation of the project is concerned,” said Dr. Mabhuye.

Dr. Mabhuye also explained how the stakeholders' engagement plan was aligned with the project activities related to conducting Environmental and Social Impact Assessment (ESIA) for the project construction activities and site areas.

“We are overseeing and co-ordinating ESIA-related activities for the HEET project at the UDSM including the procurement processes of consultants for conducting ESIA for the construction of academic buildings, administration blocks, laboratories and student hostels for the various UDSM sites,” he said, insisting that ESIA was fundamental to realising the HEET project milestones and the intended outcomes due to consideration of the prerequisites for sustainable development.





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