



University of Dar es Salaam



UDSM-HEET

Newsletter

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07

HEET

Higher Education for Economic Transformation



Inside this issue...



Smart Class

technologies revolutionalise teaching and learning at UDSM

Page
7



UDSM to become

a leading Marine Sciences Research Hub in Africa - JK

Page
9



Robust ICT infrastructure

Overhauls, Smart Technologies at UDSM

Page
22

CONTENTS

3	Vice Chancellor's Note
4	Statement by the Co-ordinator
5	Installation of state-of-the-art multimedia studios under way at Engineering and ICT colleges
6	Single Sign-On and Email System fosters smarter campus at UDSM
7	Smart Class technologies revolutionalise teaching and learning at UDSM
9	Kikwete: UDSM to become a leading Marine Science Research Hub in Africa
10	Ministry of Blue Economy, UDSM in key conversations about potential areas of collaboration
11	President Mwinyi proclaims UDSM-IMS role in Blue Economy policy
13	Message from the Deputy Co-ordinator
14	Editorial
15	Gallery
17	E-Learning policy rolls out at UDSM to advance digital education
18	Smart campus gears up at UDSM as fibre network and distribution switches installed
19	Cutting-edge smart technology propels UDSM at the forefront of digital transformation in higher education
20	Minister Jafo underscores commercialisation of research and focus on community well-being
21	World Bank urges acceleration of HEET Project infrastructure development as UDSM manifests commendable progress
22	Dr Ibwe underscores robust ICT infrastructure overhauls smart technologies at UDSM

Vice Chancellor's Note

Prof. William A. L. Anangisye

Vice Chancellor



On behalf of the University of Dar es Salaam (UDSM) Management, I am pleased to welcome our readers to the Seventh Edition of the UDSM-HEET Newsletter, reaffirming our commitment to keeping stakeholders informed about the progress of this strategic project.

This newsletter serves to update stakeholders on the implementation of the Higher Education for Economic Transformation (HEET) Project and receive feedback to enhance its execution. Monitoring and reporting on project implementation are crucial, as they align with the University's strategic plans and contribute to national development priorities.

The University has continued to rigorously monitor and evaluate the project to ensure the successful achievement of its development objectives. Since the last edition, UDSM has undertaken several strategic initiatives that have yielded significant progress toward these goals.

Notably, construction progress across eleven sites has surpassed 50%, while all revised curricula have been approved by the University Senate for accreditation by the Tanzania Commission

for Universities. Our focus remains on ensuring the timely completion of ongoing construction activities and the accreditation of the revised curricula within the 2025/2026 academic year.

A key milestone was the official laying of the foundation stone for the Academic and Administration Block at the Institute of Marine Sciences (IMS) in Buyu-Zanzibar on January 5, 2025.

Looking ahead, foundation stone ceremonies for the Kagera and Lindi campuses are tentatively scheduled for April and May 2025, respectively.

In order to facilitate the smooth establishment of the Kagera and Lindi campuses, UDSM is preparing an Occupation and Operationalisation Plan, aligned with its sustainability framework. This plan prioritises campus accreditation, programme offerings and the availability of human, financial and infrastructural resources. We also welcome people in the neighbouring communities and development partners to explore opportunities arising from these new campuses.

I once again welcome our readers and hope you find this edition insightful and engaging.

Statement by the Co-ordinator



Prof. Bernadeta Killian

UDSM-HEET Coordinator

This edition presents another opportunity to reflect on the progress made in implementing the HEET Project at the University of Dar es Salaam. Since our last update, the University has achieved significant milestones in various aspects of the project.

Construction progress across six designated sites in Dar es Salaam, Zanzibar, Lindi and Kagera has reached at least 50% completion. A notable highlight was the laying of the foundation stone for the Academic and Administration Building at the Institute of Marine Sciences in Zanzibar, officiated by the President of Zanzibar and Chairman of the Revolutionary Council, Dr. Hussein Ali Mwinyi, on January 5, 2025. Plans are underway for similar foundation laying ceremonies at the Kagera and Lindi campuses in the coming months.

In curriculum enhancement and pedagogical innovation, the University Senate has approved 215 curricula (92 from priority disciplines and 123 from other disciplines) for accreditation by the Tanzania Commission for Universities. Our target is to complete accreditation before the 2025/2026 academic year.

Regarding industry linkages, Industry Advisory Committees (IACs) continue to hold regular meetings as scheduled, with 18 out of the targeted 25 Memoranda of Understanding (MoUs) signed between UDSM and various companies. Additionally, 35 academic and technical staff members have participated in industry placements to strengthen practical engagement.

In advancing digital transformation, several activities have been completed, while others are in progress. As of February 2025, a remarkable proportion of ICT-related initiatives under the UDSM HEET University Strategic Implementation Plan (USIP) have been executed. Key achievements include the installation of a new core ICT data network, upgrades to teaching and learning systems, and the customisation of platforms such as Moodle LMS, Massive Open Online Courses (MOOC) and Open Education Resources (OER).

Further advancements include the procurement and operationalisation of special needs equipment and software, the development of an Online Journal System (OJS), a Project Management System (PMS) and a Single Sign-On (SSO) system for streamlined access to UDSM digital platforms.

The integration of artificial intelligence (AI) with geographical information system (GIS) technology has also enhanced land use analysis for researchers. Additionally, new multimedia studios at the College of Engineering and Technology (CoET) now support digital content development and distance learning.

The University continues to track staff progress in academic development, with an additional member completing a Master's programme in the UK, bringing the total to eight staff members who have returned to contribute to UDSM mission.

Compliance monitoring remains a priority, with various tools and systems in place to ensure smooth project execution. Despite some challenges, implementation is on track, and UDSM is committed to operationalizing its sustainability plan to address emerging needs.

This progress has been made possible through the invaluable support of our stakeholders, and we encourage their continued engagement in ensuring the success of the HEET Project.

Installation of state-of-the-art multimedia studios under way at Engineering and ICT colleges

By Dotto Kuhenga, UDSM-HEET



In a significant move to enhance digital learning and technological advancement, the University of Dar es Salaam (UDSM) has established cutting-edge multimedia studios in its two colleges that specialise in Engineering, Communication and Information Technologies.

Funded by the Higher Education for Economic Transformation (HEET) Project, these studios are set to revolutionise the University's approach to online and blended learning, aligning with the modern higher education landscape.

UDSM Deputy Vice-Chancellor, Academic, Prof. Bonaventure Rutinwa, emphasised the importance of these studios, citing global market demands and the rapid evolution of technology in higher education.

“These multimedia studios align with UDSM Vision 2061 of becoming a leading centre of excellence in teaching, research and public service. They will enrich the learning experience and provide flexible, modern online learning opportunities,” said Prof. Rutinwa.

According to UDSM HEET Project's Education Technology and Digital Infrastructure Specialist, Dr. Kwame Ibwe, the multimedia studios have been established at the College of Information and Communication Technologies (CoICT) and the College of Engineering and Technology (CoET).

“The setup of these multimedia studios is almost complete. We are awaiting equipment installation at CoET, while the renovation and re-equipping of the CoICT studio with state-of-the-art technology is well underway”, said Dr. Ibwe.



Interactive and engaging learning environment

He highlighted that the multimedia studios will create an interactive and engaging learning environment, equipping students with essential digital skills required in today's job market.

“With access to advanced audio-visual production tools, students will be able to develop high-quality educational content, conduct virtual experiments and participate in interactive simulations, enhancing their understanding of complex engineering and ICT concepts”, said Dr. Ibwe.

He also noted that the studios will support faculty members in delivering dynamic and technology-driven instruction. Instructors will have the capability to record, edit and broadcast lectures, making learning materials more accessible to students, regardless of their location.

“This advancement will enhance the efficiency of online and blended learning programmes, ensuring that education at UDSM remains innovative and adaptable to evolving technological trends,” he added.

Meanwhile, UDSM Director of Information and Communication Technology (ICT), Dr. Salome Maro, underscored the role of these multimedia studios in fostering collaboration between students, educators and industry experts through advanced teleconferencing and digital communication tools.

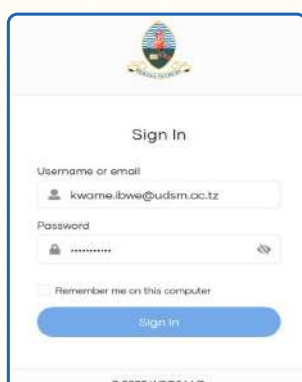
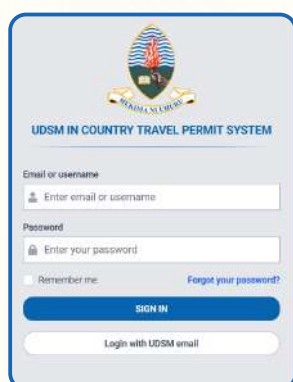
“UDSM will be able to host virtual seminars, workshops and guest lectures with professionals from around the world. This will create a global learning environment where students can gain insights into industry best practices and emerging trends in engineering and ICT,” said Dr. Maro.



Deployment of smart Android-based heavy-duty projectors as part of the HEET project's digitalization initiative—enhancing interactive learning and multimedia integration in lecture halls

Single Sign-On and Email System fosters smarter campus at UDSM

By Remmy Wilson, UDSM-HEET



Launch of the UDSM Single Sign-On (SSO) landing page— providing staff with a unified access point to all institutional systems using one secure password

As part of its Smart Campus initiative, the University of Dar es Salaam is integrating a Single Sign-On (SSO) system, a revolutionary initiative that will allow students, academics and staff to access all university services with just one set of credentials.

Implemented under the Higher Education for Economic Transformation (HEET) Project, this upgrade is a bold step toward enhanced security and operational efficiency, reducing the risks of compromised accounts and streamlining university processes.

Dr. Kwame Ibwe, UDSM-HEET Education Technology and Digital Infrastructure Specialist says this marks the end of the era when staff and students would be required to keep track of multiple passwords. “Whether logging into email, research databases, or the LMS, a single, secure authentication will open all doors”.

Dr. Ibwe recounts that for years, staff and students at UDSM have had to juggle multiple usernames and passwords to access different systems one for email, another for the Learning Management System (LMS), yet another for administration portals. “This daily hassle was more than just an inconvenience; it was a barrier to efficiency”.

“Forgotten passwords, frequent login errors, and time-consuming resets had become part of university life. But now, change is on the horizon. Now, a new era of digital convenience is unfolding at UDSM, one that promises to make these frustrations a thing of the past”, said Dr. Ibwe with much optimism.

Major upgrade of email system

Dr. Ibwe further explained that in this digital transformation process, alongside SSO, the University is also rolling out a major upgrade to its email system. In the past, limited storage space forced users to constantly delete emails to stay within the 500MB limit.

“Important research discussions, collaborations, and administrative correspondences were at risk of being lost. Now, with the new system in place, every user will enjoy 5GB of storage, ensuring that emails, attachments, and crucial documents remain accessible whenever they are needed”, added Dr. Ibwe.

He said that this email upgrade would also bring seamless integration with modern collaboration tools. “Imagine a lecturer drafting an online exam in the LMS, seamlessly sharing materials via Microsoft 365 or Google Drive, while students collaborate on assignments—all within a single, interconnected system”.

“Such efficiency is no longer a distant dream; it is becoming UDSM’s reality. Furthermore, enhanced security measures, including multi-factor authentication (MFA) and stronger spam filters, will safeguard sensitive university communications from cyber threats”, said Dr. Ibwe.

He stressed that with the Single Sign-On and Email System implementation now at 95% completion, the impact of these changes is already visible. “The university is on the verge of fully realizing its digital transformation goals, ensuring seamless collaboration, communication and academic workflows”.

He said that the Smart Campus vision at UDSM was not only about upgrading technology but also creating an environment where learning, teaching and administration thrive.

This milestone marks a significant step forward in transforming UDSM into a truly connected institution. The future of higher education is smart, seamless, and secure and at UDSM--and that future is already unfolding.

Smart Class technologies revolutionalise teaching and learning at UDSM

By Jackson Isdory, UDSM-HEET



Integration of smart classroom technologies, including interactive digital podiums and smart devices—transforming traditional teaching spaces into dynamic, tech-enabled learning environments

As part of transforming teaching and learning style to match the hands-on curriculum, the University of Dar es Salaam (UDSM) has taken a significant leap forward in its digitalisation agenda through introducing smart class technologies.

Speaking on the initiative, UDSM Deputy Vice-Chancellor (Academic), Prof. Bonaventure Rutinwa, said the strategic initiative for investing in modern technology in education aligned with the University’s mission – to create a dynamic and inclusive learning environment that empowers both students and faculty.

“This strategic move aligns with our vision of becoming a leading centre of excellence in teaching, research, and public service. The technologies will enrich the learning experience, provide flexible learning opportunities and make quality education accessible to all, including those who cannot be physically present on campus”, he said.

According to UDSM HEET Project’s Education Technology and Digital Infrastructure Specialist Dr. Kwame Ibwe, the process, facilitated by the Higher Education for Economic Transformation (HEET) Project will revolutionalise teaching and learning experiences by introducing advanced tools such as interactive smart boards, lecture capture systems and digital collaboration tools.

“Other such innovative tools, which are currently being procured include Artificial Intelligence-powered learning systems and advanced telepresence solutions to support multi-class teaching and remote access to class sessions”, said Dr. Ibwe.

In addition, UDSM has completed the deployment of state-of-the-art multimedia equipment for lecture halls, including heavy-duty Android projectors, digital podiums and advanced sound systems.

“These enhancements are expected to elevate the quality of education and broaden access to learning beyond traditional classroom settings”, he said.

Expanding horizon, enhancing learning outcomes

Smart class technologies and multimedia equipment will facilitate blended learning, where digital tools complement traditional face-to-face teaching. AI-powered learning systems and advanced telepresence solutions will facilitate real-time collaboration with international experts and institutions.

Dr. Ibwe said the technologies will provide students with a global perspective on their studies and hence producing skilled, knowledgeable and globally competitive graduates who can meet the evolving demands of the job market.

“The HEET Project’s focus on enhancing digital infrastructure aligns with broader educational reforms in Tanzania, aiming at producing well-equipped graduates for the digital economy. The new technologies will also support the University’s research initiatives, enabling data-driven research and fostering innovation”, he said.



Bridging the gap between teaching and technology

The University of Dar es Salaam Academic Staff Assembly (UDASA) has also lauded the digitalization initiative. Prof. John A.M. Mahugija, an academic staff member from the Chemistry Department and UDASA Chairperson, highlighted the anticipated positive impact on educational delivery.

“The introduction of smart class technologies will significantly enhance our pedagogical approaches. Faculty members can now create more engaging and interactive learning environments, benefiting teachers and students”, said Prof. Mahugija.

He said that the development will also support research and collaborative efforts, particularly in engaging with global academic networks. “I request my fellow UDASA members to protect these facilities; and let the University management ensure their sustainability”.

The Dar es Salaam University Students Organisation (DARUSO) has warmly welcomed this development. DARUSO President Mr. Tyson Lucas Kwigendaho described the move as a “game-changer” for student learning.

“It will provide us with modern tools and platforms to engage with our coursework more interactively and access educational content remotely,” he said.

He added: “The new multimedia equipment will also improve the quality of presentations and lectures, making learning more engaging and effective. It shows

that the University management and the government are committed to providing a world-class educational experience”.

Ms. Evaline Eliya Pallangyo, a third-year BA Statistics student, commended the University’s leadership for prioritising academic needs and prospects. She emphasised the importance of maintaining the new facilities.

“I commend this development, as the world is advancing rapidly, with almost everything powered by AI. We must not be left behind. These facilities are expensive, I urge my fellow students and all users to take good care of them. Also, the University should allocate a maintenance budget to ensure these technologies remain functional and relevant”, she said.

Meanwhile, Dr. Salome Maro, UDSM Director of ICT, assured stakeholders the University’s leadership in educational innovation, emphasising the strategic approach to implementing these technologies.

“Priority is given to lecture halls and laboratories across various faculties. The University administration is committed to providing adequate training to ensure that students and staff can effectively use and maintain these advanced systems”, said Dr. Maro.

The University of Dar es Salaam’s bold move towards a digitally empowered education system demonstrates its unwavering commitment to excellence in teaching, research and public service, setting a benchmark for higher education institutions in Tanzania and beyond.



State-of-the-art observation room equipped with video walls for real-time monitoring of activities within the new core network (data center) under the HEET Project

Kikwete: UDSM to become a leading Marine Sciences Research Hub in Africa

By Dotto Kuhenga, UDSM-HEET



UDSM Chancellor and former President of the United Republic of Tanzania, H.E. Dr. Jakaya Mrisho Kikwete (2nd Left-front row) leads other leaders to the laying of the foundation stone of the academic and administrative building built under HEET Project at the Institute of Marine Sciences (IMS), Buyu, Zanzibar on January 5, 2025. Other leaders pictured on the Chancellor's left include Hon. Prof. Adolf Mkenda (MP), Minister for Education, Science and Technology and UDSM Council Chairperson, Hon. Ambassador Mwanaidi Maajar

The Chancellor of the University of Dar es Salaam (UDSM) and Former President of the United Republic of Tanzania, Dr. Jakaya Mrisho Kikwete, has expressed his satisfaction with the progress of the construction of new buildings under the HEET Project at the Institute of Marine Sciences in Zanzibar.

He stated that once the construction is complete, the University aims to become a major research centre for Marine Science in the African region.

Dr. Kikwete made these remarks during his recent visit to the Institute of Marine Sciences in Buyu, Zanzibar, to assess the progress of the Higher Education for Economic Transformation (HEET) project.

The project, which has cost approximately 11 billion Tanzanian shillings, is expected to enhance the institute's capacity for conducting scientific research on marine life and ecosystems.

"I came to inspect the construction to see where we stand. The last time I was here, this place only had a foundation that had been there for 20 years. Today, I am pleased and encouraged to see the remarkable progress", said Dr. Kikwete.

He added: "The work is being carried out efficiently, and according to the commitment made, the construction will be completed by August next year, one month ahead of the contract deadline".

A crucial hub for marine and biodiversity studies

Highlighting the significance of the institute, Dr. Kikwete stressed that the vision behind the project was to establish a leading research center in Marine Science for the region.

"I do not think there is any other facility of this scale, and I believe that once we complete the construction with fully equipped laboratories, qualified lecturers and dedicated researchers, this institute will be a crucial hub for marine and biodiversity studies", he said.

Furthermore, Dr. Kikwete expressed his gratitude to the Government of the United Republic of Tanzania, under President Dr. Samia Suluhu Hassan, and the Revolutionary Government of Zanzibar, led by Dr. Hussein Mwinyi, for prioritizing this project.

He emphasized that the improved infrastructure at UDSM will greatly benefit academic and research advancements in the field of Marine Science.

The UDSM Institute of Marine Sciences is expected to attract researchers from within and beyond Tanzania, fostering knowledge development in marine studies and environmental conservation.

Ministry of Blue Economy, UDSM in key conversations about potential areas of collaboration

By Zamda George, UDSM-HEET



The Vice Chancellor of the University of Dar es Salaam, Prof. William A.L. Anangisyé (3rd right), and other university officials listen to Dr. Mohammed Maalim (1st-left), the HEET Project Focal Point at the Institute of Marine Sciences (IMS) of UDSM, Buyu, Zanzibar during a recent visit by the university leadership to the institute to observe the progress of the construction of academic and administrative buildings under the HEET project.

In a significant precursor to the much-anticipated foundation stone laying ceremony held on January 5, 2025, the Permanent Secretary, Ministry of Blue Economy and Fisheries, Revolutionary Government of Zanzibar, Captain Hamad Bakar Hamad, met with UDSM Vice Chancellor, Prof. William Anangisyé and other varsity leaders to finalise preparations for the event and discuss key areas of collaboration.

The discussions were held in the serene ambiance of the Institute of Marine Sciences (IMS) in Buyu, Chukwani, Zanzibar one day ahead of the foundation stone laying for the IMS academic and administration building that would be officiated by the President of Zanzibar and Chairman of the Revolutionary Council H. E. Dr. Hussein Ali Mwinyi.

This meeting marked a pivotal moment in strengthening the collaborative framework between the Ministry and the University on the shared commitment to advancing research and research collaborations, underlining the UDSM's critical role in implementation of the blue economy policies with tangible impacts on communities.

Captain Hamad Bakar Hamad emphasised the importance of this partnership remarking that “The blue economy is a lifeline for Zanzibar’s sustainable development. We deeply value the expertise and research output of the Institute of Marine Sciences”.

He stressed that “the collaboration would ensure that policies are not only data-driven but also community-centered, creating a direct positive impact on the livelihoods of our people.”

Impactful research and capacity-building

Meanwhile, Prof. William Anangisyé underscored the University’s dedication to fostering impactful research and capacity-building and was proud to be a trusted partner of the Ministry of Blue Economy and Fisheries.

“Together, we are ensuring that research is not confined to academic journals but serves as a foundation for policies and innovations that benefit society”, said Prof. Anangisyé.

Other UDSM leaders present at the meeting were Prof. Bernadeta Killian, UDSM Deputy Vice Chancellor-Planning, Finance and Administration and HEET Coordinator; and Prof. Saudin Mwakaje, who serves as UDSM Corporate Counsel and Secretary to the Council.

Prof. Killian highlighted the institution’s role in developing skilled human resources for the blue economy. “Our mission is to provide the Ministry and the broader blue economy sector with a well-trained workforce. This partnership exemplifies how academia and government can work hand in hand to address critical development challenges”.

A notable point of discussion was the mutual acknowledgment of the role IMS plays in equipping the blue economy sector with specialised staff. Both parties agreed to prioritise capacity-building initiatives that ensure a steady pipeline of talent tailored to the needs of the Ministry of Blue Economy and Fisheries.

Prof. Saudin Mwakaje applauded the Ministry for its unwavering support and commitment to collaborative efforts. “The IMS remains a beacon of research excellence in the region. The ongoing support from the Ministry and the Revolutionary Government of Zanzibar is pivotal in sustaining this excellence and fostering mutual collaboration that benefits all stakeholders,” he noted.

Continues Pg. 24

President Mwinyi proclaims UDSM-IMS role in Blue Economy policy

By Jackson Isdory, UDSM-HEET



The President of Zanzibar and Chairperson of the Revolutionary Council H.E. Dr. Hussein Ali Mwinyi arrives for the occasion of laying of the foundation stone of the academic and administrative building built under HEET Project at the Institute of Marine Sciences (IMS), Buyu, Zanzibar in January, 2025. He is accompanied by Hon. Prof. Adolf Mkenda (MP), the Minister for Education, Science and Technology and other leaders

The President of Zanzibar and Chairman of the Revolutionary Council, His Excellency Dr. Hussein Ali Mwinyi, has reaffirmed the Government's audacious commitment to advancing its illustrious Blue Economy policy through scientific research and innovation.

President Mwinyi announced this during the foundation stone-laying ceremony for the new academic and administrative building at the Institute of Marine Sciences (IMS) of the University of Dar es Salaam on January 5, 2025 at the Institute's premises in Buyu, Zanzibar.

"Our primary policy focus is the blue economy which includes key sectors like tourism, fishing and seaweed farming. This Institute of Marine Sciences is uniquely important as it will provide experts to drive these sectors forward", said President Mwinyi.

He highlighted that the blue economy is the cornerstone of Zanzibar's development strategy, encompassing tourism, fishing and seaweed farming. He stressed that scientific research would be critical in ensuring evidence-based policies for sustainable development.

"We expect the Institute to deliver groundbreaking research to inform policies transforming our blue economy. We aim for scientifically driven policies to foster development and long-term benefits for our people," he added.

Gratitude to visionary leadership

At this event, UDSM Chancellor and Former President of the United Republic of Tanzania, H.E. Dr. Jakaya Kikwete, expressed gratitude to the Tanzania and Zanzibar Governments for facilitating the construction of the IMS facility.

The facility is being constructed under the Higher Education for Economic Transformation (HEET) Project, funded by the Government of the United Republic of Tanzania through a soft loan from the World Bank.

"This milestone would not have been achieved without H.E. President Samia Suluhu Hassan's decision to include IMS in the HEET project. It required much effort and discussions, but President Samia assured me the Institute would be included," said Kikwete.

He stressed that the World Bank requires proper documentation for land ownership before releasing construction funds. "I sincerely appreciate your efforts, Your Excellency President Mwinyi, for your wise decision to authorise the title deed for the land in Buyu", he said.

Former President Kikwete explained that title deed is a prerequisite for the World Bank's funding approval. He also thanked President Mwinyi "for ensuring the road to this Institute is entirely constructed, benefiting IMS and much to the neighbouring society".



The President of Zanzibar and Chairperson of the Revolutionary Council H.E. Dr. Hussein Ali Mwinyi (centre-seated) and UDSM Chancellor and former President of the United Republic of Tanzania, H.E. Dr. Jakaya Mrisho Kikwete (seated on President Mwinyi’s right hand side) at the laying of the foundation stone of the academic and administrative building built under HEET Project at the Institute of Marine Sciences (IMS), Buyu, Zanzibar in January, 2025. Other leaders pictured include Hon. Prof. Adolf Mkenda (MP), Minister for Education, Science and Technology and UDSM Council Chairperson, Hon. Ambassador Mwanaidi Maajar, UDSM Vice Chancellor, Prof. William A. L. Anangisyse and others. In other pictures (below) the Police brass band and one group entertaining at the occasion.

Expanding access to higher education

The Minister for Education, Science, and Technology, Hon. Prof. Adolf Mkenda, highlighted that 16 new campuses are being constructed across Tanzania under the HEET project to bring higher education closer to the people.

He urged universities to offer degree programmes focusing on employability and skill development to address youth unemployment.

Meanwhile, Zanzibar’s Minister for Education and Vocational Training, Hon. Lela Muhamed Mussa, stated that the curriculum at all levels, from primary to secondary schools, was aligned to equip students with the qualifications needed for marine sciences and fisheries studies.

“We aim to ensure local youth have the skills to engage in economic activities related to the ocean. For instance, children born in areas like Kojani and Tumbatu already have fishing skills; our focus is to enhance their academic knowledge and professionalism”, she said.



Additionally, Zanzibar’s Minister for Blue Economy and Fisheries, Hon. Shaaban Ali Othman, stressed the University’s role in providing innovative solutions and evidence-based policies to propel Zanzibar’s development.

“We much need this institute not only for human resources but rather for research and innovative ideas that lead us through”, said Hon. Othman.

Enhancing Research and Capacity

UDSM Vice Chancellor Prof. William A. L. Anangisyse explained that IMS expansion will significantly increase enrollment capacity from 140 to 300 students. The new facilities will also strengthen the Institute’s ability to conduct cutting-edge research and provide expert advice in blue economy and marine sciences.



Continues Pg. 24

Message from the Deputy Co-ordinator

Dr. Liberato Haule

UDSM HEET Deputy Coordinator



The Project Implementation Unit (PIU) expresses its sincere appreciation to all internal and external stakeholders who have contributed to the progress of the HEET Project at UDSM encapsulated in this edition of the Newsletter.

Valuable input from students, staff, contractors and service providers has significantly facilitated project execution. The PIU has received feedback through various channels, with the Grievance Redress Mechanism (GRM) being the most utilised platform.

We acknowledge the dedication of the KASEMA committees in addressing and resolving grievances, which has fostered harmony among contractors, workers, service providers and the surrounding community. This conducive working environment has been instrumental in ensuring steady project progress.

The support of UDSM's participatory and decision-making organs, including the Institutional Project Steering Committee, UDSM Tender Board, Management Committees, University Senate and Council Technical Committees, has been crucial. Their guidance and recommendations

have significantly contributed to the successful execution of the project.

The PIU also appreciates the invaluable support received from the World Bank and the Government of Tanzania. The World Bank has provided directives, approvals and technical assistance throughout the project implementation schedule, while the Ministry of Education, Science and Technology and the Ministry of Finance have facilitated key processes, including honouring financial claims related to the project.

A special mention goes to the Prevention and Combating of Corruption Bureau and the Internal Auditor General for their advisory visits, which have helped strengthen governance and compliance in project implementation. Additionally, the PIU cherishes knowledge-sharing visits from other HEET project-implementing institutions, as these interactions foster mutual learning and improvement.

We look forward to hosting more institutions and further collaboration as we advance the HEET Project at UDSM. Happy reading!

Editorial

UDSM pioneers transformation in Blue Economy and Smart Technologies

The University of Dar es Salaam (UDSM) continues to cement its position as a leader in higher education, research and innovation through strategic investments in critical areas that align with national and global development agendas. This edition of the UDSM-HEET Newsletter showcases the University's remarkable strides in supporting the blue economy, advancing smart technologies and enhancing digital connectivity for a more robust learning environment.

The President of the Revolutionary Government of Zanzibar, His Excellency Hussein Ali Mwinyi's recent proclamation on UDSM's role in shaping the blue economy policy highlights the institution's growing impact in this strategic sector. Through the Institute of Marine Sciences (IMS), UDSM is at the forefront of research and capacity-building efforts that will contribute to sustainable marine resource utilization.

The University's plans for collaboration with the Zanzibar Ministry of Blue Economy further underscores the importance of these efforts, particularly as the foundation stone of the HEET-funded academic and administrative buildings was laid at IMS—a historic milestone that signified the commitment to a thriving maritime sector in Tanzania.

UDSM Chancellor and former President Jakaya Kikwete's endorsement of UDSM's trajectory towards becoming Africa's leading Marine Science Research Centre further strengthens the University's vision. With investments in cutting-edge marine research and academic programmes, UDSM is poised to generate knowledge and innovations that will benefit both Tanzania and the wider continent. The integration of these efforts with national policies ensures that the research conducted at UDSM directly contributes to economic transformation.

Beyond marine sciences, the University is making monumental progress in digital transformation. The installation of a massive core network infrastructure, combined with the laying of a fibre network and distribution switches under the HEET-UDSM initiative, is revolutionizing connectivity on campus. These developments are setting the stage for high-speed internet access, fostering seamless collaboration and facilitating advanced research and learning.

A major highlight in this technological revolution is the University's push for smart learning environments. Investments in smart classroom technologies, a Single Sign-On and email system for enhanced collaboration, and the formulation of an e-learning policy mark significant steps towards modernizing education delivery. These initiatives ensure that students and faculty have access to a more interactive, efficient, and globally connected academic experience.

The transformation extends to Geographic Information Systems (GIS) and smart technologies, where UDSM is spearheading innovation in data management and spatial analysis. Additionally, the completion of solid multimedia capacity across all campuses demonstrates the University's commitment to leveraging digital tools for research and knowledge dissemination.

With these ground-breaking developments, UDSM is reinforcing its role as a hub for education, research, and innovation in Tanzania and beyond. The University's holistic approach—spanning marine sciences, digital connectivity and smart technologies—positions it as a crucial driver of economic transformation.

As we witness these significant advancements, we are reminded of the power of higher education in shaping the future of a nation and the continent at large.



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Various activities at the laying of the foundation stone of the academic and administrative building constructed under HEET Project at the Institute of Marine Sciences (IMS), Buyu, Zanzibar in January, 2025



The President of Zanzibar and Chairperson of the Revolutionary Council, H.E. Dr. Hussein Ali Mwinyi



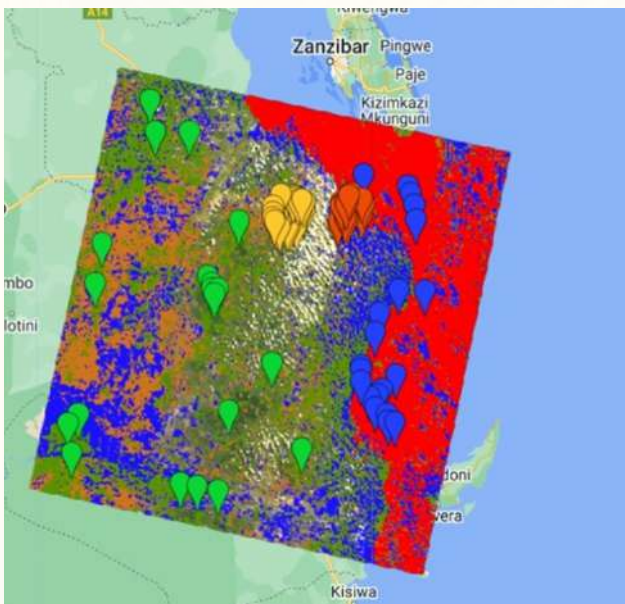
UDSM Chancellor and former President of the United Republic of Tanzania, H.E. Dr. Jakaya Mrisho Kikwete



Hon. Prof. Adolf Mkenda (MP), Minister for Education, Science and Technology



UDSM Vice Chancellor, Prof. William A. L. Anangisye



E-Learning policy rolls out at UDSM to advance digital education

By Ally Mambele, UDSM-HEET

In its efforts to spearhead a transformative shift in the higher education in Tanzania, the University of Dar es Salaam (UDSM) is formulating a progressive e-learning policy to advance digital education, it can be reported.

This initiative, funded by the Higher Education for Economic Transformation (HEET) project, is set to revolutionize teaching, learning, and research by enhancing digital content sharing, expanding access to quality education, and integrating technology-driven pedagogy.

According to the UDSM-HEET Project's Education Technology and Digital Infrastructure Specialist Dr. Kwame Ibwe the policy is being developed following an extensive benchmarking exercise that analysed best practices from 15 leading universities globally.

"The best practices learned in this regard included institutions in the USA, India, South Africa, Kenya and Nigeria. The study focused on accessibility, digital infrastructure, content quality, regulatory frameworks and sustainability, ensuring that UDSM's approach aligns with international standards while addressing the unique educational landscape of Tanzania", said Dr. Ibwe.

Key areas of the E-learning policy

He pointed out that the key areas of the E-Learning policy included enhanced accessibility and inclusivity in which the policy would ensure that e-learning resources are available to all students, including those with disabilities and those in remote areas, through assistive technologies and regional learning centres.

Dr. Ibwe also mentioned investment in infrastructure and technology as another critical area of this policy in which UDSM is set to upgrade its Learning Management System (LMS), expand internet access across campuses, and establish digital libraries to support online learning.

"Also, the policy's content includes faculty and staff capacity building whereby faculty members will receive structured training in digital content development, online course delivery and the use of emerging technologies to improve teaching effectiveness", he said.

He added: the policy also covers sustainable financing and partnerships which focuses on the fact that the university aims to leverage private sector partnerships, government funding and revenue models such as short online courses and professional certifications to support long-term e-learning growth.

"The policy also covers quality assurance and content development, integrating rigorous quality monitoring mechanisms to ensure that e-learning content meets academic standards, is engaging and enhances learning outcomes", he stressed.



Well-structured, research-driven and adaptable e-learning framework

The leader of the policy formulation team, Prof. Abdi T. Abdallah of the College of Information and Communication Technologies (CoICT) at UDSM, emphasised the need for a well-structured, research-driven and adaptable e-learning framework.

"The success of this policy depends on its ability to provide a seamless and high-quality learning experience while remaining sustainable in the long run. We must ensure that our digital learning platforms are not only accessible but also effective in delivering impactful education", said Prof. Abdallah.

Prof. Abdallah further highlighted the importance of ensuring that faculty members are well-equipped with the necessary skills to deliver online education, stressing that "Training and capacity-building should be continuous, and incentives should be provided to encourage innovation in digital learning content".

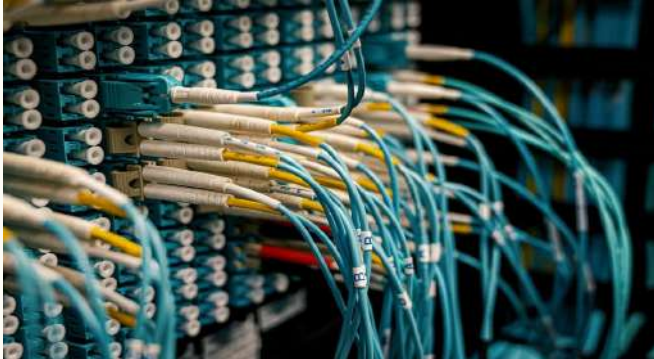
This initiative is part of UDSM's Vision 2061, which focuses on positioning the University as a regional leader in digital education. By adopting cutting-edge e-learning strategies, UDSM is not only enhancing its teaching and research capabilities but also fostering global collaborations that will strengthen its academic impact.

Once fully implemented, the policy is expected to increase student enrolment in online programmes, provide flexible learning opportunities, and create a future-ready education ecosystem that responds to technological advancements and evolving educational needs.

The policy is set to enhance learning outcomes and expand access to higher education. Through the HEET Project, a robust digital learning ecosystem, ensuring the long-term sustainability of e-learning initiatives is rolled out.

Smart campus gears up at UDSM as fibre network and distribution switches installed

By Mercy Machange, UDSM-HEET



Structured cabling installation at the core network—laying the physical foundation for a smart campus ecosystem with high-speed, reliable connectivity across UDSM

In an effort to strengthen digital connectivity and enhance teaching and learning systems, the University of Dar es Salaam is currently laying extensive fibre links across its campuses to strengthen its distribution and access networks, thanks to the Higher Education for Economic Transformation (HEET) Project.

The initiative through this project that is funded by the HEET Project is part of UDSM's Smart Campus Roadmap aimed at modernizing ICT infrastructure to support an upgrade in the network connectivity and improve teaching and learning systems.

“The initiative also aims to strengthen digital infrastructure and services and establish enterprise resource management suite (ERMS)”, explains UDSM HEET Project's Education Technology and Digital Infrastructure Specialist, Dr. Kwame Ibwe.

Dr. Ibwe said that the installation process is on track and will be completed by December 2025.

“Once completed, the upgraded infrastructure will significantly improve connectivity across key University facilities, including lecture halls, libraries, administration buildings and student residences”, said Dr. Ibwe.

He added that the distribution and access networks are critical ICT components that digitalization team is currently working on. “Currently all the processes are going well, the specifications and Bill of Quantities (BOQ) are ready, and the next step is to invite bidders through an open tender process, and we expect by December 2025 the installation will be completed and operational”.

Enhancing learning and research

In supporting digital learning, through this initiative UDSM is strengthening its online platforms, including LMS Moodle and MOOC, which will provide students with greater flexibility in accessing educational resources.

Dr. Ibwe pointed out that multimedia studios have been established at the College of Engineering and Technology (CoET) and the College of Information and Communication Technologies (CoICT) to facilitate digital content creation and dissemination. The new ICT data network will enhance both academic and administrative operations at the University.

“With the upgraded network, students, staff, and researchers will enjoy fast and seamless internet access for learning, research, and consulting activities.” Dr. Ibwe explained.

Future-Ready digital Infrastructure to support more than 50,000 users

The University of Dar es Salaam (UDSM) is enhancing its digital infrastructure to support more than 50,000 users, ensuring a high-quality digital experience across the campus. Beyond education, this improved network will facilitate emerging technologies such as AI integration with Geographical Information Systems (GIS) and cloud-based systems.

Dr. Ibwe highlighted the significant network upgrade, stating, “We are expecting to receive a substantial bandwidth boost from SEACOM and TERNET. More than 80% of this bandwidth will be allocated to various university units to enhance connectivity and digital services”.

The upgraded fiber connections from the core network to these units will operate at 40 Gbps, ensuring faster, more reliable access for the university's growing population. “This upgrade is expected to deliver a superior user experience, enabling seamless access to digital resources across campus”, Dr. Ibwe emphasized.

With this initiative, UDSM is reinforcing its smart campus roadmap, fostering innovation, efficiency, and an enriched digital learning environment for students and staff.

Cutting-edge smart technology propels UDSM at the forefront of digital transformation in higher education

By Zamda George, UDSM-HEET



The University of Dar es Salaam (UDSM) is on the brink of a major technological leap by integrating Geographic Information Systems (GIS) and Smart Technologies to enhance research, learning and environmental management.

The Higher Education for Economic Transformation (HEET) Project, driving this transformation, is expected to bring significant advancements to the University's Smart Campus initiative.

Dr. Kwame Ibwe, UDSM-HEET Project's Education Technology and Digital Infrastructure Specialist emphasised the importance of these developments. "We are entering an era where GIS and machine learning will not only enhance our academic research but also provide real-world solutions in areas like urban planning, environmental conservation, and disaster preparedness".

Dr. Ibwe said one of the most anticipated developments is the integration of GIS with machine learning for improved land cover and land use classification.

"This advancement will allow researchers and students to analyse vast amounts of geospatial data with unprecedented accuracy. It will revolutionise the way we study environmental changes and prepare for future

challenges", noted Dr. Ibwe.

He added that, beyond mapping and classification, UDSM is also focusing on predictive analytics using Artificial Intelligence (AI). By analysing historical and real-time data, the University aims to develop models that forecast environmental patterns.

"Our goal is to create predictive tools that will help engineers design more resilient infrastructure, optimise land use and improve disaster response mechanisms", Dr. Ibwe explained.

Enhancing research and learning through Smart Technologies

UDSM Director of Information and Communication Technology (ICT), Dr. Salome Maro, added that the introduction of these technologies is set to redefine the research and learning experience at UDSM.

"Smart tools will soon be available to students and faculty, allowing for interactive and data-driven studies. These advancements will not only boost our research capabilities but also position UDSM as a leader in digital innovation in Africa," said Dr. Maro.

With these advancements in the offing, UDSM is reinforcing its commitment to academic excellence and societal impact. The transformation in GIS and smart technologies is expected to support both national and international efforts in environmental conservation, sustainable development and urban planning.

"As we prepare to roll out these innovations, the future looks promising for our students, researchers, and professionals who will harness the power of GIS and smart technologies to address real-world challenges," Dr. Maro emphasised.

The HEET Project's focus on fostering a technology-driven ecosystem ensures that UDSM remains at the forefront of digital transformation in higher education.

Minister Jafo underscores commercialisation of research and focus on community well-being

By Jackson Isdory, UDSM-HEET



Dr. Selemani Said Jafo, Minister for Industry and Trade speaks at a closing ceremony of the Research and Innovation commercialisation workshop held at the University of Dar es Salaam

In a powerful call to action, the Minister for Industry and Trade, Hon. Dr. Selemani Saidi Jafo (MP), urged the University of Dar es Salaam (UDSM) to intensify research and innovation with a strong focus on community well-being and commercialisation of research outputs.

Speaking at the close of a four-day strategic workshop on research commercialisation held from 25th-28th March 2025, Dr. Jafo emphasised the need to transform academic findings into sustainable, market-ready solutions that directly benefit Tanzanians.

“Research and innovation are vital tools for societal transformation. UDSM must lead the way in converting knowledge into tangible, community-cantered impact,” said Dr. Jafo, calling on scholars to produce findings that address real-world needs.

He praised the President, H.E. Dr. Samia Suluhu Hassan, for her visionary leadership in supporting higher

education and research, especially through initiatives like the Higher Education for Economic Transformation (HEET) Project. “Her efforts have opened our nation to investment, diplomacy, and scientific progress,” he added.

The Minister highlighted the importance of intellectual property protection, urging innovators to register their work with BRELA to safeguard ownership and boost economic return. He also encouraged industries to collaborate with young innovators through internships and prototyping partnerships, creating job-ready graduates and advancing applied research.

Hon. Ambassador Mwanaidi Maajar, Chairperson of the UDSM Council, echoed the Minister’s message. “Research without impact is a missed opportunity. We are committed to strengthening institutional frameworks that support impactful innovation,” she said.

Continues Pg. 25



Hon. Dr. Selemani Said Jafo (MP), Minister for Industry and Trade (2nd left), listens to a presentation from one of the researchers during a research commercialization workshop held recently at the University of Dar es Salaam. Also in the photo, to the left of the Minister, are the Chairperson of the University Council, Hon. Ambassador Mwanaidi Maajar; the Vice Chancellor, Prof. William A.L. Anangisy; and the Deputy Vice Chancellor for Academic Affairs, Prof. Bonaventure Rutinwa.

World Bank urges acceleration of HEET Project infrastructure development as UDSM manifests commendable progress

By Tumaini Kibangala, UDSM-HEET



World Bank Global Lead for Tertiary Education and Task Team Leader, Ms. Roberta Malee Bassett (centre) speaks to some leaders from the Ministry of Education, Science and Technology (MoEST) and representatives of higher learning institutions (see picture below) implementing the Higher Education for Economic Transformation (HEET) Project, recently at UDSM. On her left is the Director of Higher Education Prof. Peter Msofe, and on her right is Mr. Kaboko Nkahiga, Senior Education Specialist and Co-Task Team Leader from World Bank

As the University of Dar es Salaam has manifested commendable progress in the overall implementation of the Higher Education for Economic Transformation (HEET) Project, the World Bank has urged higher learning institutions implementing the initiative to accelerate infrastructure development and improve project management.

This call, following concerns over slow construction progress in several institutions, was made during a meeting held recently at the University of Dar es Salaam (UDSM) bringing together officials from the Ministry of Education, Science and Technology, World Bank representatives and leaders from institutions implementing the HEET Project in Tanzania.

The meeting kicked off with a session chaired by Prof. Carolyn Nombo, Permanent Secretary, Ministry of Education, Science and Technology. The meeting received and discussed the progress of the implementation of the HEET Project across various components in the country.

Speaking during the session, Mr. Nkahiga Kaboko, a representative of the World Bank, emphasised the need for universities to closely supervise contractors to ensure timely completion of construction activities, rather than waiting for granting of project timeline extensions.

“It is essential that institutions intensify their oversight of contractors so that construction activities are completed on schedule, in line with the project’s goals”, Mr. Kaboko stressed.

Echoing these concerns, Dr. Peter Msofe, Director of Higher Education at the Ministry of Education, Science and Technology, reaffirmed the government’s commitment to closely monitor the implementation of the HEET Project. He urged all project stakeholders to provide strong supervision to ensure contractors fulfil their responsibilities as outlined in their contracts.

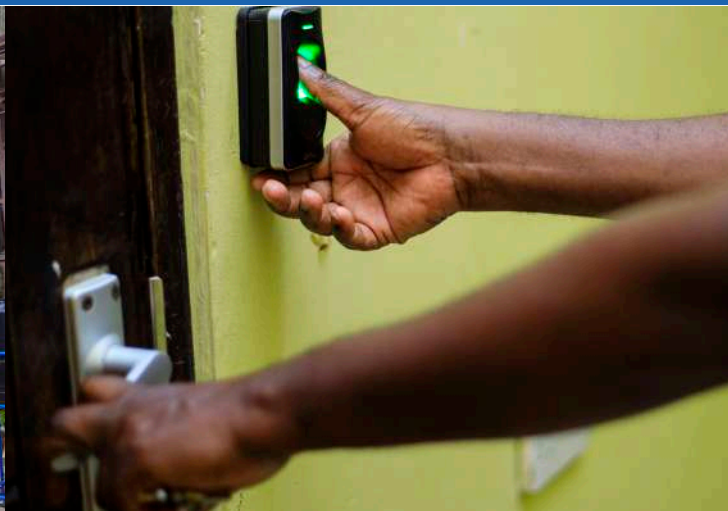
“Make every effort to enhance supervision and focus on contractors to ensure they complete work within the agreed timeframe. The pace of construction in many institutions remains slow, and with the project deadline set for June 2026, time is running out”, Dr. Msofe cautioned.

Continues Pg. 25



Dr Ibwe underscores robust ICT infrastructure overhauls smart technologies at UDSM

By Ally Mambele, UDSM-HEET



Installation of smart access control systems at the core network facility—enhancing security and regulated access within the smart campus infrastructure

The University of Dar es Salaam (UDSM) is making significant strides in digital transformation by overhauling its Information and Communication Technology infrastructure to strengthen capacity for digital education and fostering a smart learning environment, thanks to the Higher Education for Economic Transformation (HEET) Project.

During a recent presentation on the progress of UDSM's digitalisation efforts, UDSM-HEET Education Technology and Digital Infrastructure Specialist, Dr. Kwame Ibwe spoke at length about this ongoing initiative and emphasised the critical role of technology in ensuring learning continuity and institutional resilience.

“The success of modern universities hinges on their ability to leverage smart technologies for teaching, research, and administration and that is why UDSM investments in digital infrastructure are not just upgrades but a transformational shift toward a fully digital, agile, and flexible Smart Campus”, said Dr. Ibwe.

He explained that at the heart of this transformation is the UDSM Smart Campus, a concept leveraging advanced network infrastructure and internet-connected devices to enhance administration, teaching, research and student engagement.

“The Smart Campus integrates people, devices and applications, enabling data-driven decision-making for improved efficiency, security and resource utilisation”, he said.

Dr. Ibwe said that among the key areas of digital investments at UDSM is the upgraded ICT infrastructure whereas UDSM has embarked on a robust upgrade of its core, distribution, and access network systems. “This includes high-speed fibre connections, new firewalls, and improved connectivity across campuses”.

Another area UDSM is investing on is enhanced digital learning platforms in which the university is strengthening its Learning Management System (LMS), Moodle, and the Massive Open Online Courses (MOOC) platform to support flexible learning.

“Also, the University is investing on Multimedia Studios for Digital Content Creation in which modern studios at the College of Engineering and Technology (CoET) and the College of Information and Communication Technologies (CoICT) will support the production of high-quality educational materials for online and hybrid courses”, he said.



He added: “We are also focused on investing on cutting-edge technologies such as Artificial Intelligence (AI) and Geographic Information Systems (GIS) which are being integrated into digital learning to enhance research and data analytics. We are rolling out Smart ID Cards, integrating them with digital services to improve access control, library management and student services”.

Dr. Ibwe said the University is also investing on computing and storage infrastructure which include procurement of advanced email servers and cloud storage solutions ensuring data security and seamless communication; and on online examination room which consists of secure, technology-driven exam management system to facilitate remote assessments.

“In this regard, generally, the HEET project at UDSM is not only about digital expansion but also about future-proofing UDSM against disruptions like the COVID-19 pandemic”, he stressed.

He said that the university’s commitment to adopting innovative pedagogical methodologies, strengthening applied research and creating an environment where students and faculty can thrive in a technology-driven world was being realised.

Through these strategic digital investments, UDSM is positioning itself as a leader in higher education transformation, paving the way for a future-ready, tech-driven learning experience.



The new core network facility housing active network devices, structured in secure cabinets—supported by robust power infrastructure including UPS units and a standby generator to ensure uninterrupted operations



Ministry of Blue Economy, UDSM in key conversations ahead of historic foundation stone laying at IMS



From pg. 10

A testament of the collaborative efforts

UDSM leaders thanked the Revolutionary Government of Zanzibar and the Ministry of Blue Economy and Fisheries for the steadfast support and visionary leadership which are instrumental in forging the partnership that has become a model for government-academic collaboration in the region.

On the stone laying ceremony which was held on January 5, 2025, they said it would stand as a testament to these collaborative efforts and their shared vision for a sustainable and prosperous blue economy. This historic milestone will further solidify the bonds between the Ministry and the University, setting the stage for greater achievements in the future.

President Mwinyi proclaims UDSM-IMS role in Blue Economy policy

From pg. 12

“With 50% of construction already completed and TZS 4.2 billion disbursed to the contractor, we are on track to finish the project on time. We are determined to complete the project on time so its benefits can materialise. This milestone will enable the institute to contribute to national and regional development”, said Prof. Anangisye.

The World Bank Resident Representative Mr. Martin Kachingwe commended the government for its commitment to education and development and stressed the importance of collaboration between governments, universities and stakeholders.

“The HEET project aims to make education accessible, especially to marginalised communities. This project enhances Universities like UDSM to provide education, research or innovations that transform the national economy. We believe these investments will empower students for a brighter future”, said Mr. Kachingwe.

Through research, capacity development and fostering collaborations, UDSM has contributed significantly to addressing the challenges and tapping into the potential of Tanzania’s fisheries and aquaculture sector. This initiative underscores Zanzibar’s and Tanzania’s commitment to sustainably leveraging marine resources to drive social and economic development through science, education and policy.



World Bank urges acceleration of HEET Project infrastructure development as UDSM manifests commendable progress

From pg. 21

UDSM's commendable progress



World Bank Global Lead for Tertiary Education and Task Team Leader, Ms. Roberta Malee Bassett.

Dr. Liberato Haule, the Deputy Coordinator of the UDSM-HEET Project, presented the progress of the project which was promising and on schedule. He reported the ongoing construction of new buildings at the university's Lindi and Kagera sites, as well as addition of buildings at Buyu in the Institute of Marine Sciences located in Zanzibar.

"All projects are scheduled for completion by early 2026 and the UDSM management is committed to ensuring they are finalised within the planned timelines despite the existing challenges," said Dr. Haule.

He also highlighted key projects at the Mwalimu Julius Nyerere Mlimani Campus in Dar es Salaam, including the construction of a Gender and Special Needs Centre.

"This facility is designed to offer important services such as counselling, access to academic resources and tailored support programmes for gender-based groups and students with disabilities", he explained.

Dr. Haule emphasised that the centre would play a vital role in ensuring that all students have access to the necessary resources and support to thrive academically.

Another major project under construction is a modern postgraduate students hostel in Dar es Salaam, which is designed to meet the growing demand for high-quality accommodation on campus.

"The new facility will feature a contemporary design and offer a comfortable living environment to support postgraduate academic efforts", Dr. Haule said.

Under the HEET Project, UDSM is constructing 24 buildings for academic and administrative purposes, including those at its Institute of Marine Sciences (IMS) in Buyu, Zanzibar and the new campuses in Kagera and Lindi regions.

The project, funded by the World Bank, is a benchmarking initiative aimed at transforming higher education in Tanzania by enhancing infrastructure, upgrading academic programmes, and strengthening institutional capacity across universities and colleges nationwide.

Minister Jafo underscores commercialisation of research and focus on community well-being

From pg. 20

The role of research and innovation in community well-being

UDSM Vice Chancellor, Prof. William A.L. Anangisye, reaffirmed the university's commitment to linking research with societal needs under the UDSM Vision 2061. "This workshop reinforces our mission to ensure research excellence drives social transformation," he noted.

Prof. Anangisye cited key initiatives such as the Commercialisation Hub, annual Research and Innovation Week, and Intellectual Property (IP) capacity-building programmes. However, he acknowledged that the pace of research commercialisation still needs to improve.

Prof. Nelson Boniface, Deputy Vice Chancellor-Research, emphasised the shift toward people-centric innovation, announcing plans for a new institute focused on community well-being. "It will anchor interdisciplinary efforts to address pressing challenges such as poverty, health and environmental resilience," he said.

Exhibitions, dialogues and policy influence

Held under the HEET Project, the workshop aligned with UDSM's Five-Year Strategic Plan and brought together researchers, innovators, government representatives, the private sector, banks and development partners.

The event featured 37 cutting-edge innovations—ranging from agritech to AI-driven solutions—showcased by UDSM students and staff. The final day included strategic policy dialogues, networking, and partnership-building sessions, all aimed at integrating innovation into national industrialisation and inclusive growth agendas.

As Tanzania moves toward a knowledge-based economy under Vision 2050, UDSM's leadership in research commercialisation is set to drive sustainable development and societal transformation across the country.



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