



University of Dar es Salaam



Volume
04

UDSM-HEET

Newsletter

Issue of December 2023 - March 2024

HEET

Higher Education for Economic Transformation



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Vice Chancellor's Note



Prof. William A. L. Anangisye

Vice Chancellor

A warm welcome to all readers to the December 2023 UDSM-HEET Newsletter. The Newsletter coincides with the seasonal holidays in which everybody celebrates the achievements made for the past twelve months. Similarly, the University considers this particular issue of the Newsletter as the seasonal greetings avenue to the UDSM-HEET Project stakeholders and the University community at large. Merry Christmas and Happy New Year 2024!

While celebrating these seasonal holidays, we continue to remain focused on achieving the HEET Project development objective sustainably. In this regard, the implementation of the HEET Project remains focused on contributing towards the three pillars of the UDSM Vision 2061, which are inspired staff and students; visionary leadership; and sustainable resources.

Indeed, the Project Implementation Unit should be aware of the mid review of the project, which is due in May 2024. As approaching the project mid review time, the University is keen on the contribution of the HEET Project activities towards its Five Year Rolling Strategic Plan 2020/2021-2024/2025 (revised).

The academic units under priority programmes should take stock of what has been implemented and what is missing so as to collate the needs for the mid review. Special emphasis should be on the necessary requirements to operationalise

the revised curricula. Having these requirements will allow the University to embark on different strategic initiatives seeking for financial resources from various donors. The establishment of the requirements is taking place without affecting the project implementation speed.

The management is set to ensure that at least 45% of the project funds are committed by the mid review. Therefore, our emphasis on commencement of the construction activities in all the sites is equally important. The completion of the curriculum review, implementation of the UDSM Smart campus activities and ensuring timely completion of studies for UDSM-HEET scholarship beneficiaries is also of highest priority.

The implementation of the HEET Project has been possible through the support from various stakeholders. The management expresses its deepest gratitude to the Government, the World Bank, the University community and the media fraternity. We are obliged to our fellow HEET Project implementing agencies as our execution has been possible through learning from them. The University commits to continue to be open for sharing experience with other implementing agencies.

It gives me pleasure to thank you and wish you a Merry Christmas and Happy New Year 2024. You are warmly welcome to read this Newsletter!

Statement by the Co-ordinator



Prof. Bernadeta Killian

UDSM-HEET Coordinator

I feel delighted to update the HEET Project stakeholders about the progress made since the last issue of our Newsletter. The Project Implementation Unit has continued with the implementation of the project activities as per the approved University Strategic Investment Plan.

In terms of the infrastructure development, several milestones have been recorded since the last issue. Consultants have continued with the review of designs of civil works for the Dar es Salaam, Zanzibar and Lindi sites. The tender for contractors for the construction of buildings for the Dar es Salaam, Zanzibar and Lindi sites have been advertised, opened and are now in the final stage of evaluation prior to award and signing of contracts.

Regarding the civil works related activities for the Kagera Campus, the University has advertised the tender for consultants for the design, review and supervision, and consultants have been shortlisted and currently at advanced stage of evaluation of the request for proposal for award and signing of contract. Similarly, the tender for contractors for construction of buildings for the Kagera campus has been advertised.

In terms of the upgrading of curriculum and learning resources, the academic units are in the process of curriculum review process. Specifically, units have embarked on benchmarking processes and validation of the draft curricula. The University has initiated the development of guidelines for innovative pedagogy for effective delivery of the revised curricula. The developed guidelines are at a stage of review and validation by internal stakeholder prior to final approval.

Some developments have taken place in terms of promoting linkage with industry whereby the members of staff who went for industry placement have successfully completed this vital process. Five members of staff who were sponsored by the HEET Project have completed their MSc. studies from various universities in the UK and reported back to work. The supply of ICT hardware and core network is in progress and most of the installations will be done in January 2024.

In terms of crosscutting activities, the project has managed to submit the ESIA reports for all the sites to the Ministry of Education, Science and Technology for review and recommendations to the World Bank for approval. The Safeguard Team has continued with the second round of stakeholders engagement sessions. Several meetings including engagement of HR and administrative staff, staff members of the Directorate of Estates Services, Auxiliary Police, UDASA and DARUSO members were conducted.

Moreover, the project team has engaged the Kagera regional leaders, updating them about the status of establishment of the Kagera campus. It should be appreciated that the regional Commissioner of Kagera, Hon. Fatma Mwasia, has promised cooperation during the entire process of establishment of the Kagera campus.

Specifically, the Project organised a one-day training session early December 2023 to the UDSM female leaders in which they were trained on matters related to gender equality and leadership transformation, financial management and emotional intelligence.

During the period, the PIU members have received some training in order to build their capacity for effective implementation of the project. PIU members have attended a five-day training on risk management. Indeed, the knowledge obtained from the training will assist the Project to develop a risk management framework and risk register. Already, the University is in the process of appointing a Risk Coordinator for the UDSM-HEET Project.

The University has always been a centre of learning for all our stakeholders. True to this mission, during this period, we proudly hosted many groups of people from several institutions who visited with the intent of learning from our experience on how to implement the HEET Project. We welcomed delegates from the Commission for Science and Technology (COSTECH), the State University of Zanzibar (SUZA), The Budget Committee from the House of Representatives of Zanzibar and the office of the Controller and Auditor General of Zanzibar.

As we are closing the year 2023 and heading towards the year 2024, the University wishes our stakeholders Merry Christmas and Happy New Year 2024 and an enjoyable reading of this UDSM-HEET Newsletter.

Curriculum Reviewed, Aligned with National Development Priorities

By Zamda George, UDSM-HEET



The Deputy Vice Chancellor-Academic, Prof. Bonaventure Rutinwa (right-side picture) speaks at a meeting of Principals, Deans and Directors (left-side picture) to discuss progress of the Curriculum Review process held in November, 2023. On his right is Prof. Masoud Muruke, HEET-UDSM Specialist on Curriculum Review.

The University of Dar es Salaam has announced to record massive developments in the curriculum review process, progressing in line with its Vision 2061 as well as the set timelines for the completion of the process.

Speaking at the convened meeting of Principals, Deans and Directors from various UDSM units on the progress of the review process held in mid-November, 2023, Professor Bonaventure Rutinwa, the Deputy Vice-Chancellor – Academic, said the process had recorded remarkable progress that was promising in accommodating various requirements.

Prof. Rutinwa said the process had recorded a significant stride towards aligning the University’s academic offerings with the evolving needs of industry and national development.

“The curriculum review process is integral to translating the University’s Strategic Plan into action, aligning it with Vision 2061. The primary focus of this initiative on the comprehensive review of the University’s curriculum is to ensure it meets the demands of the industrial landscape for national development,” remarked Prof. Rutinwa.

Prof. Rutinwa said the curriculum review process was a crucial step in ensuring that “our academic offerings remain not only relevant but also responsive to the dynamic needs of our society and the evolving industrial landscape”.

Officials from the University’s two Constituent Colleges, seven Colleges, seven Schools, and seven Institutes as well as Curriculum Review representatives from all academic units were present. Additionally, participants from cross-cutting areas, including gender, special needs inclusivity, internationalisation, environment and climate change, innovative pedagogical and online and blended courses contributed to the discussions.

Crucial for the meeting was assessing the progress of each academic unit in their curriculum review process. Notably, all units engaged in tracer studies, SWOC analysis, and sought practitioners’ opinions, resulting in the merging, omission, and addition of courses. It marked a pivotal moment in the University’s commitment to its Five-Year Rolling Strategic Plan.

In addition, five critical aspects were examined namely content (ensuring the curriculum provides relevant and needed knowledge); skills enhancements (assessing whether the curriculum develops practical abilities); teaching methods (exploring innovative pedagogical skills); technology of teaching (enhancing the integration of technology in teaching methods); and addressing cross-cutting issues (embedding considerations for gender, special needs inclusivity, internationalisation, environment and climate change) in content and pedagogy.

Academic units were urged to deliver reviewed curriculum by December 2023 as per the national calendar. After comprehensive presentations from academic units detailing their achievements, challenges, and the way forward, Professor Rutinwa also invited experts from cross-cutting areas to provide their insights, which were of great importance to the process.

Experts’ diverse insights

Dr. Lulu Mahai, Director of the Institute of Gender Studies and UDSM-HEET Gender and Inclusive Education Specialist, emphasised the need for gender-responsive courses and urged units to collaborate with her office in this regard. Dr. Edmund Mabhuve, Coordinator, Centre for Climate Change Studies and UDSM-HEET Environment Development Specialist stressed the importance of environmental considerations in the curriculum, acknowledging specific achievements in e-waste and water waste management by the College of Information and Communication Technologies (CoICT) and the College of Engineering and Technology (CoET).

Dr. Augustina Alexander, Director of Internationalisation, Convocation and Advancement, urged a global perspective with uniquely African offerings. Dr. Sarah Kisanga, Manager of the Centre for Disability Services, highlighted four pillars of inclusivity namely content accessibility, learning material accessibility, inclusive learning activities, and an inclusive model of assessment.

Dr. Ellen Kalinga from the College of Information and Communication Technologies provided valuable comments on the crosscutting issue of technology of teaching, underlining the significance of integrating technology seamlessly into the teaching process.



UDSM Chancellor, Dr. Jakaya Mrisho Kikwete (C-seated) and other University leaders (all seated) with Female PhD graduates at the 53rd Graduation Ceremony held in November, 2023 in Dar es Salaam.

HEET Project steals the spotlight at UDSM 2023 graduation ceremonies

By Jackson Isdory, UDSM-HEET

In a remarkable celebration of academic achievement, the University of Dar es Salaam's Graduation ceremonies held in October and November 2023 shone a spotlight on the significant strides made by the Higher Education for Economic Transformation (HEET) Project.

During the graduation ceremonies, key figures illuminated the impact of the HEET Project. The total investment amount was unveiled, reflecting the significant financial commitment made to propel the project's objectives forward.

UDSM Vice Chancellor, Prof. William A. L. Anangisy, highlighted clearly and with relevant details the duration of the project, from inception to its anticipated completion, and the long-term vision for educational enhancement.

Meanwhile, a noteworthy aspect of the HEET Project, as informed during the ceremonies, is the fact that it lies in its strategic alignment of priority programmes with the ever-evolving demands of the labour market.

The Deputy Vice Chancellor-Academic Prof. Bonaventure Rutinwa pointed out that, "we went beyond the HEET priority programmes, utilising internal funds to review all degree programmes aiming at ensuring graduates emerge not only with degrees but equipped with skills tailored to meet the challenges of a rapidly changing global economy".

The HEET Project's commitment to transform the learning environment has been underscored by tangible initiatives including infrastructure development, technological advancements, and faculty empowerment. These efforts collectively contribute to a more conducive and modern academic setting.

Efforts to enhance the management of higher education institutions were celebrated during the ceremonies. Governance reforms, administrative enhancements, and capacity-building initiatives have collectively elevated the standard of institutional management, paving the way for a more efficient and responsive education system.

Financed by the World Bank, the HEET Project has emerged as a beacon of positive change, aiming to elevate the learning environment, align priority programmes with the dynamic needs of the labour market, and enhance the overall management of higher education institutions across Tanzania.

"The HEET Project, backed by a substantial investment from the World Bank, has become a beacon of educational transformation in Tanzania. With a commitment to enhancing the learning environment, aligning programmes with the dynamic needs of the labour market, and reinforcing the management of higher education institutions, the project has set in motion a wave of positive change for the better future of our nation", says Dr. Liberato Haule, UDSM-HEET Project Deputy Coordinator.



UDSM Chancellor, Dr. Jakaya Mrisho Kikwete (C) talks to the Council Chairperson, Hon. Ambassador Mwanaidi Maajar (R), Vice Chancellor, Prof. William A.L. Anangisye (2nd R), Deputy Vice Chancellor-Academic, Prof. Bonaventure Rutinwa (L) and Former Deputy Vice Chancellor-Administration, Prof. Yunus Mgaya (2-L) shortly before the academic procession of the 53rd Graduation Ceremony held in November 2023 in Dar es Salaam.

Students success stories

Students, the ultimate beneficiaries of the HEET Project, showcased remarkable achievements. Increased enrollment, improved graduation rates, and heightened student satisfaction were tangible outcomes, demonstrating the project's positive impact on the educational journey of countless individuals.

Speaking after the graduation ceremony, Mr. Spencer Minja, Bachelor of Arts in Psychology graduate, said "I heard about HEET project and its objectives specifically on curriculum review and improvement of teaching and learning environment. I am praying that all these end up successfully as we hope that they will ensure that graduates are equipped with the skills and knowledge required for success in their chosen fields".

Industrial linkage and global collaborations

Highlighting the collaborative spirit of the project, the HEET initiative forged partnerships with government agencies, private sector entities, and international organisations. As the graduation ceremonies unfolded, there was an indication into the future plans of the HEET Project, promising sustained efforts towards educational excellence and long-term societal impact. To be firm on this, UDSM has established Industrial Liaison Office.

The Head of Industry Liaison Dr. Eva Shayo said "Industry partnership involves the partnership between UDSM and other stakeholders including public organisations, private sector organisations, Non-governmental organisations, Civil Society Organisations, government agencies, international agencies and development partners. The aim of linkages and liaison is to ensure the University offers services that are needed by the labour market".

Future plans

As the applause echoed through the graduation halls, the focus shifted to the future. The HEET Project, far from a concluded chapter, revealed insights into upcoming phases, emphasising sustainability and enduring impact that will continue to shape Tanzanian higher education. UDSM-HEET Coordinator Prof. Bernadeta Killian affirmed, "UDSM will ensure all project objectives are well attained and sustainable to the needed quality and quantity."

The HEET Project's triumph at the University of Dar es Salaam Graduation ceremonies serves as a testament to the transformative power of strategic investments in the higher education sector, fostering an environment where academic excellence harmonises with the evolving needs of the workforce. It is not just a celebration of academic accomplishments but also a resounding endorsement of a brighter future for Tanzanian education.



A section of graduands of the 53rd UDSM Graduation in a jovial gesture during the academic procession for the graduation ceremony held at Mlimani City Hall in November, 2023.



The Deputy Vice Chancellor-Planning, Finance and Administration, and UDSM-HEET Coordinator, Prof Bernadeta Killian (L) speaks at a workshop for female leaders and those recently promoted in academic positions (in pictures 2 and 3 from L-R) at UDSM which was held in December 2023 at the Mwalimu Julius Nyerere Leadership School, Kibaha Town, Coast Region.

Prof. Killian urges UDSM female leaders to embrace transformative leadership

Zamda George, HEET-UDSM

The University of Dar es Salaam (UDSM) Deputy Vice Chancellor-Planning, Finance and Administration, Prof. Bernadeta Killian has urged female leaders to embrace transformative leadership that shapes equitable and inclusive organisational culture.

Prof. Killian, who is also the Coordinator of the Higher Education for Economic Transformation (HEET) Project at UDSM, said this at a workshop for UDSM female leaders and those recently promoted in academic positions, held at the Mwalimu Julius Nyerere Leadership School in Kibaha, Coast Region, recently.

“Effective leadership goes beyond conventional roles; it involves fostering a sense of purpose and collaboration, especially considering the unique challenges and advantages that women leaders bring to the table”, said Prof. Killian.

Prof. Killian led participants to a comprehensive discussion on transformational leadership from a gender perspective, emphasising the pivotal role of transformative leadership. The event, which was one of the initiatives under HEET Project at the University of Dar es Salaam, aimed at enhancing transformational leadership capacity for female leaders, with a focus on empowering women in academia and finance.

The seminar further delved into the intricacies of navigating the corporate world as a woman, with insights from Ms. Miranda Naiman, Founder and Managing Partner of Empower Limited.

Ms. Naiman shared her experiences and offered valuable perspectives on Leading as Women in a corporate world, which emphasised knowing one’s purposes and values, which would help in decision making as a crucial aspect for a leader.

Another aspect covered during the seminar was financial literacy, with Mr. Howary Kharbush, an Associate Director at PricewaterhouseCoopers (PwC) presenting a topic titled “Financial Statement Analysis: the basics for non-accountants.”

Mr. Kharbush underscored the importance of financial literacy for leaders, regardless of their academic background, stating, “Understanding financial statements is a fundamental skill for effective decision-making in leadership roles.”

Dr. Lulu Mahai, the Director of the Institute of Gender Studies (IGS) at UDSM, highlighted the significance of addressing gender challenges and promoting inclusivity within academic and financial leadership roles.

Meanwhile, Dr. Innocent Pantaleo, UDSM-HEET Monitoring and Evaluation specialist, who represented the project Deputy Coordinator Dr. Liberato Haule, provided an overview of the HEET Project’s objectives, funding, and key areas of focus at the University of Dar es Salaam, including the focus on gender and inclusivity.

Prof. Rose Upor, Principal of the College of Humanities, and who has been promoted to Associate Professorship, expressed gratitude for the initiative, underlining its role in shaping the future landscape of female leadership at UDSM.

In this meeting, it was stressed that UDSM would continue to lead the way in fostering a supportive and inclusive academic environment through initiatives like the HEET Project, acknowledging the importance of empowering women leaders for a transformative impact on higher education.

HEET project sustainability and implementation strategy plan under way

By Ally Mambele, UDSM-HEET



Architectural Designs of some of the new UDSM-HEET buildings at various UDSM campuses.

In a stride towards strengthening the Higher Education for Economic Transformation (HEET) Project execution rates and elevate its sustainability at the University of Dar es Salaam (UDSM), a team has been appointed to prepare a strategy to expedite its implementation and formulate a sustainability plan.

Speaking to this Newsletter recently, Dr. Liberato Haule, UDSM HEET Deputy Coordinator, said that, in its third meeting, held on 26th October 2023, the Institutional Project Steering Committee observed that there was a need to have a sustainability plan to smoothen the HEET project activities, hence directed the Project Implementation Unit (PIU) to prepare the plan.

“It was noted that various aspects and issues necessitated a formulation and existence of a sustainability plan of the project; for instance, issues regarding additional infrastructure, revised circular, ICT platforms and facilities as well as new campuses in Kagera and Lindi”, said Dr. Haule.

Dr. Haule further informed that one of the primary objectives of this team was to recommend strategies to enhance the execution rate of projects and streamline project workflows and minimise delays by preparing a sustainability plan for the project and implementing effective strategies and best practices.

“Through meticulous planning and a proactive approach, this appointed team is also meant to measure the completeness of projects within stipulated timelines, and boosting overall efficiency”, he said.

The appointed team is comprised of distinguished professionals and is poised to be pivotal in steering projects toward successful completion and long-term impact.



Dr. Latifa Mbelwa, Dean, University of Dar es Salaam Business School and Convener, UDSM-HEET Project Sustainability Plan Team.

The members appointed to serve in this team include Dr. Latifa Mbelwa from the University of Dar es Salaam Business School (UDBS) who serves as the Convener. Dr. Mbelwa will lead other members namely Dr. Kwame Ibwe from the College of Information and Communication Technologies (CoICT), Dr. Paul Ndumbaro from the College of Engineering and Technology (CoET), Dr. Fatma Mohamed from the College of Engineering and Technology (CoET) and Ms. Ania Dachi from the Directorate of Planning, Development, and Investment (DPDI).

According to Dr. Haule, this team is expected to create a framework that not only accelerates the project execution but also ensures enduring benefits for the University community. “Through their collective efforts, HEET-UDSM is set to become a beacon for best practices in project management within the higher learning landscape”.

Message from the Deputy Co-ordinator

Dr. Liberato Haule

UDSM HEET Deputy Coordinator



While we celebrate Christmas and New Year 2024, it is necessary that the Project Implementation Unit (PIU) reflects and acknowledges the support of various stakeholders so far since the official start of the implementation of the HEET Project in June 2022. The support has come from various interested parties.

The Government has always been available to support implementation of the HEET Project at the University of Dar es Salaam. The National Project Implementation Unit (NPIU) has been available for assistance whenever technical or procedural enquiry was sought by the PIU. The support came not only to the overall NPIU but also on one-to-one enquiries between individual specialists.

The overall NPIU support was vivid through several capacity building sessions which had been prepared at the ministry level. They include monitoring and evaluation, procurement, risk management, finance management, environment and social safeguards, linkage with industry, gender and special needs.

Similarly, the PIU appreciates the internal and external audit conducted by the Ministry of Education, Science and Technology and the office of the Controller and Auditor General. They served as an eye opener to remind the PIU about implementing the Project as per Government regulations and project covenants. The observations and recommendations from the audit output were valuable to the performance of the PIU.

Similarly, the World Bank team led by the Task Team Leader, Mr. Mathus Kaboko deserves a special tribute. Our PIU component specialists readily

received advice, guidance and directives from the World Bank Counter Specialists whenever needed. Since June 2022, there have been four implementation support missions conducted by the World Bank, providing a one-to-one discussion among specialists in addition to the overall presentations and question and answers session. Indeed, the implementation support missions were a school where new knowledge and experience were gained by individual specialists.

Moreover, the implementation support missions have provided an opportunity for various implementing agencies to share experiences. Recommendations from various participants, World Bank and the Ministry of Education Science and Technology have been highly valuable to the performance of the PIU specialists.

In addition, the Institutional Project Steering Committee has provided advice, suggestions and directives related to specific project components energising those responsible to the component to work hard and efficiently.

The University management has worked tirelessly to ensure that the PIU executed its duties efficiently. This has been vivid during the preparation of various designs, conducting tracer study and curriculum review and development of various guidelines. The university management has remained committed to the PIU and has done all in its ability to ensure seamless implementation of the HEET Project.

Above all, the PIU is grateful to the university community for its suggestions, advice and sometimes cautions or warnings. This has been possible through engagement sessions in which all groups of internal stakeholders provide their views regarding the best approach to implement the Project.

Editorial

Setting of guidelines for engagement of adjunct staff at UDSM a commendable stride

It has been reported in this Newsletter that, recently, the University of Dar es Salaam, through the Higher Education for Economic Transformation (HEET) project, has set up new guidelines to enhance interaction with the industry for improving teaching and research activities.

The guidelines would serve as reference for the underlying principles, objectives, responsibilities, general rules, and regulations governing the engagement of adjunct staff at the University of Dar es Salaam. Also, they will provide essential support for the University's initiative to strengthen links between academia and industry by tapping practical experiences that would improve teaching quality and stimulate student creativity.

The setting and subsequent approval of these guidelines are indeed commendable steps towards responding to the rapidly evolving labour market, and the current global need for knowledge exchange and collaborations between academia and industry. Over the years, adjunct faculty or staff played a significant role in universities, bringing together expertise in numerous disciplines which enrich students' academic experience.

Importantly, adjunct staff provide the University with a critical linkage with the industry or community and share professional insights that crucially link scholarship with practice. Hailing from a non-academic atmosphere, these guidelines are vital to pave the way for adjunct staff to operate in the academic atmosphere and ensuring that they are not left out of the loop in the University's organisational changes, including culture, practices and policies.

We commend these guidelines which are intended to integrate adjunct staff into the broader University of Dar es Salaam community and culture. They represent a strategic move towards stronger connections with the industry, promote practical learning, and empower graduates for success and adaptation into the ever-changing professional landscape and changing world.



UDSM HEET Coordination

Coordinator

Prof. Bernadeta Killian

Deputy Coordinator

Dr. Liberato V. Haule

Editorial Team

Chief Editor &

PR Communication Specialist HEET-UDSM

Dr. Dotto Paul Kuhenga

Editors

Dr. Lupa Ramadhani (English)

Dr. Mussa Hans (Kiswahili)

Reporters:

Jackson Isdory

Zamda George

Ally Mambele

Mercy Machange

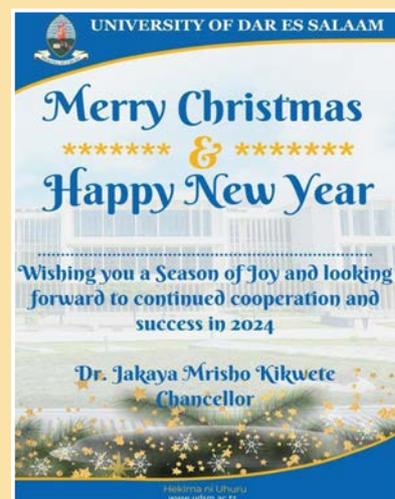
Remmy Wilson

Photojournalist:

Tumaini Kibangala

Graphic Designer

Michael Mwakatobe



Gallery



Stakeholders Engagement: Meeting with UDASA Leaders



Prof. John A. M. Mahugija,
UDASA Chairperson



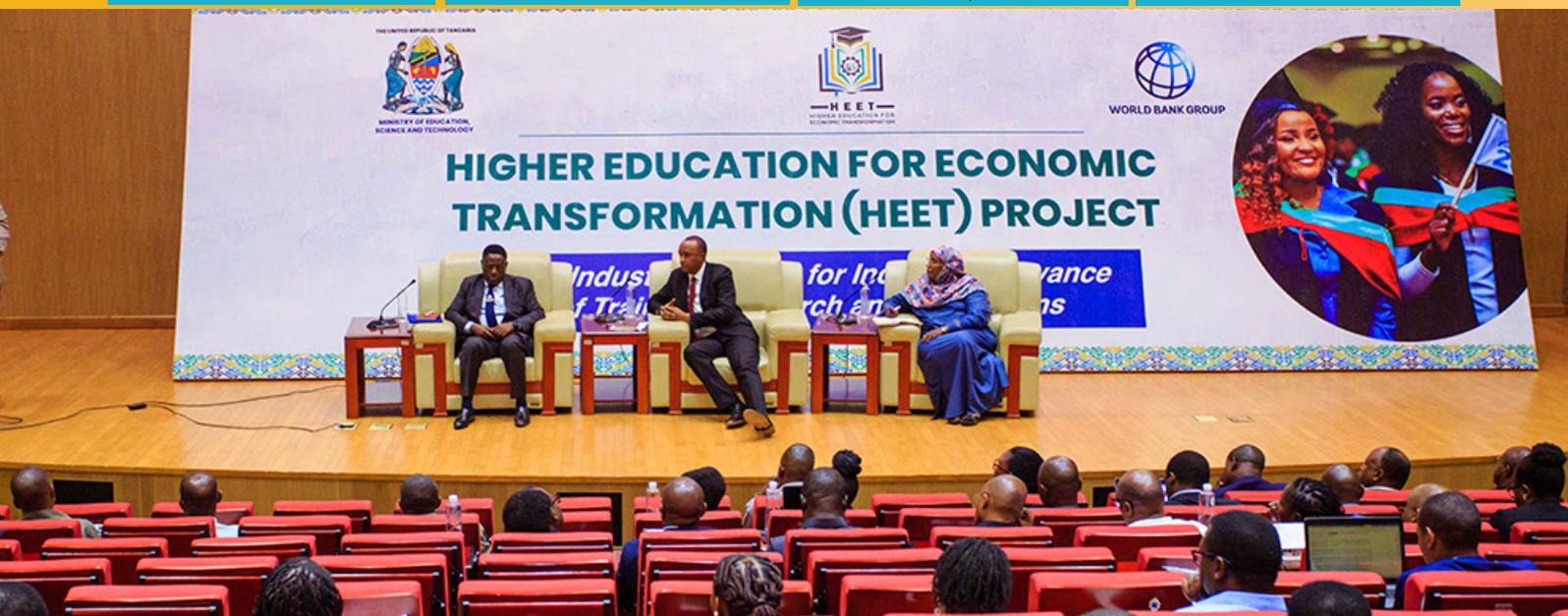
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UDASA Executive Committee
Member, CoSS



Dr. Athuman Mahinda,
UDASA Executive Committee
Member, CoAF



Dr. Winfrida Kidima,
UDASA Executive Committee
Member, CoNAS



Workshop on Risk Management in HEET project, Arusha, December 2023



UDSM Graduation 2023



Innovative Project Management System to enhance task efficiency in the offing

By Remy Wilson, UDSM-HEET



A section of HEET Project Implementation Unit members participating in the User Acceptance Test training at UDSM Silver Sands Hotel, Dar es Salaam in November, 2023.

In a move towards massive technological advancement, the University of Dar es Salaam is currently working on development of a very useful Project Management System (PMS), Dr. Kwame Salum Ibwe, UDSM-HEET specialist on Digitalisation Development, has revealed.

Speaking to this Newsletter recently, Dr. Ibwe informed about the promising progress made in the development of this sophisticated system, thanks to the Higher Education for Economic Transformation (HEET) Project.

The comprehensive system, crafted by Dr. Ibwe and his team of experts, encompasses a range of features tailored to enhance efficiency and accountability in project execution.

Among the key functionalities of this system, as highlighted by Dr. Ibwe, is project management itself, through which the system would allow for seamless management of tasks, deadlines, and ensuring that team members act responsibly. This feature ensures a centralised approach to project oversight, enhancing collaboration and communication among team members.

In line with the HEET project's implementation, Dr. Ibwe said that the system will be able to handle tasks management, finance management; team members management and events calendar that allows project stakeholders to visualise upcoming tasks and deadlines. This feature enhances planning and coordination, minimising delays and hence missed milestones.

“A unique facet of the system is its capability to monitor and manage the progress of students under HEET sponsorship. This ensures that educational initiatives are effectively supported and aligned with organisational goals, thus managing progress for students under HEET sponsorship”, said Dr. Ibwe

Dr. Ibwe also announced the inclusion of robust reporting capabilities in the system through which users could generate comprehensive project reports, including details on activities execution progress, budget expenditures, and other critical metrics. The reports contribute to informed decision-making and facilitate transparent communication with stakeholders.

He also expressed his optimism about the transformative impact of the Project Management System, stating that “it represents a significant leap forward in our commitment to efficient project management and digitalisation. It aligns with UDSM-HEET’s mission to foster excellence in education and research by providing a cutting-edge platform for our academic and administrative initiatives”.

As the system evolves, the UDSM-HEET community eagerly anticipates the full implementation of this innovative Project Management System, poised to elevate the standard of project execution and oversight at the University.

UDSM develops new academic-industry attachment guidelines

By Mercy Machange, UDSM-HEET



Dr Kennedy Hosea, National HEET Project Coordinator (C-seated), Prof. Bonaventure Rutinwa, UDSM Deputy Vice Chancellor-Academic (L-seated), Dr. Khadija Kweka, HEET Coordinator, Industrial Linkage Portfolio in the Ministry of Education, Science and Technology (R-seated) and a section of UDSM leaders and members of staff at a meeting to discuss academic-industry linkage held at UDSM recently.

The University of Dar es Salaam, through the Higher Education for Economic Transformation (HEET) Project, has undertaken significant steps in response to the rapidly evolving labour market by setting up new guidelines to enhance interaction with the industry, for improving teaching and research activities.

Speaking to this Newsletter recently, Professor Neema Mori, the Director of Public Services, highlighted that the guidelines would serve as a contemporary reference for the underlying principles, objectives, responsibilities, general rules, and regulations governing the engagement of adjunct staff at the University of Dar es Salaam.

“We aim to equip our graduates not only with theoretical knowledge but with the practical skills necessary for success in their chosen fields. This initiative reflects our commitment to producing graduates who are well-prepared for the challenges of the professional environment”, said Prof. Mori.

She added that these guidelines represent a breakthrough, providing an essential support for the University’s initiative to strengthen links between academia and industry by offering practical experiences that improve teaching quality and stimulate student creativity.

In the same vein, Dr. Fatuma Simba, the UDSM-HEET Private Sector Engagement specialist, further underscored the importance of adjunct staff in the university’s ecosystem, highlighting that the guidelines would establish a robust foundation, addressing various aspects related to the engagement and management of adjunct staff at UDSM.

“The University understands how it is essential to keep improving its academic programmes, and adjunct staff play a big role in making this happen. These instructors are crucial for providing high quality instruction across various universities. So, these guidelines are created to help make this collaboration work smoothly”, said Dr. Simba.

Dr. Simba emphasised that these interactions, beyond ensuring UDSM’s continued relevance to the community, would significantly amplify the University’s socio-economic impact.

As the University of Dar es Salaam continues to evolve, these guidelines represent a strategic move to foster stronger connections with the industry, promote practical learning, and empower graduates for success in the ever-changing professional landscape.



Dr. Khadija Kweka,
HEET Coordinator, Industrial
Linkage Portfolio in the Ministry
of Education, Science and
Technology



Prof. Goodluck Urassa,
University of Dar es Salaam
Business School



Dr. Kennedy Hosea,
National Coordinator,
HEET project



Prof. Bonaventure Rutinwa,
UDSM Deputy Vice Chancellor-
Academic

Higher Learning Institutions urged to strengthen risk management in HEET implementation

By Dotto Kuhenga, UDSM-HEET



Dr Kennedy Hosea, HEET Project National Coordinator speaks to participants of the workshop on risk management in the implementation of the project, held in Arusha City recently.

The Deputy Permanent Secretary for the Ministry of Education, Science and Technology, Prof. James Mdoe, has urged institutions implementing the Higher Education for Economic Transformation (HEET) Project to consider managing risks properly so that they may not hinder successful implementation of the project.

Prof. Mdoe said this at a training for officials who participate in different roles in the implementation of the project in respective institutions which was held at the Nelson Mandela- Africa Institution of Science and Technology, in Arusha in December 2023.

“It is very important for institutions implementing this project to assess and address any risks which ought to be hindrances in achieving the project objectives, considering the timelines of the project completion”, said Prof Mdoe.

Prof. Mdoe further insisted, “We are about reaching the time for the mid review of the project which is due May 2024; each institution should reach a target of 40% to 50% of the project implementation during this mid review. It is thus important to understand and deal with any risks that may be obstructing any institution in reaching this target”.

The Deputy Permanent Secretary cautioned those institutions that were still at 12% of the project progress and pressed them to work hard in ensuring that they are also reaching the expected targets.

The training, which was organised by the Ministry of Education, Science and Technology, in collaboration with the Ministry of Finance, and held for five-days from 4th to 8th December 2023, brought together more

than 140 participants. It covered six topics, namely, risk management framework; risk register; risk implementation action plan; risk mitigation action plan; risk heat map and risk report.

In the same vein, the HEET Project National Coordinator, Dr. Kennedy Hosea, stressed the importance of the training to participants for the project was in substantial risks due to fiduciary, environmental, social, institutional and capacity constraints for implementation and sustainability of the project. Thus, he said, “each Implementing agency has to consider the best practices to deal with such risks”.

From the University of Dar es Salaam, 13 officials attended this vital training, namely, Dr. Liberato V. Haule (Project Deputy Coordinator), Janneth Mwamwenda (Manager, Procurement Management Unit), CPA Ally Mringo (Finance Management Specialist), Dr. Paul Ndumbaro (Infrastructure Development Specialist), and Prof. Pendo Malangwa (Director of Quality Assurance Unit and Representative of the Curriculum Review/Development Coordinator).

Others included Dr. Fatuma Simba (Industry Linkage Specialist), Dr. Dotto Kuhenga (Public Relations and Communication Specialist), Paul Riziki (Procurement Officer and Representative of the Procurement Specialist), Dr. Kwame Ibwe (Education Technology and Digital Infrastructure Development Specialist), Dr. Omar Zuber (UDSM Risk Management Coordinator), Ania Dachi (Acting M&E Specialist), Hadija Mtani (Representative of Gender and Special Needs Specialist), Petro Mselewa (Senior Legal Officer) and Otilia Rutashoby (Legal Officer).

Poem



“Intellectual Star over the Hill”

By James Mbwana

(A UDSM student’s poetic impression of the HEET project)

In a sacred hill where wisdom’s fire sparks,
HEET’s promise, the tale it imparts.
A journey embarked, for economic flight,
Students gather, hearts filled with light.

Curriculum dances, a relevant tune,
Industry’s whispers, echoing soon.
Real-world skills, a toolkit in hand,
In the kettle of knowledge, they stand.

Employability, the north star’s beam,
Global networking dreams, a career’s esteemed,
Linkages forged, a bridge to tomorrow,
In the dance of progression, a rhythmic borrow.

Innovation’s hug, technology’s kiss,
A future expands, in the academic abyss,
Cutting-edge whispers, a classroom’s song,
Where minds develops, mighty and strong.

Gold coins and dreams, the cost they weigh,
Financial winds, the compass they sway.
Aid’s gentle hand, a scholarship’s grace,
In the treasure hunt, of learning’s space.

International prospects, a panoramic view,
Wings spread wide, ambitions anew,
International whispers, an exchange of light,
In the needlepoint of learning, colours unite.

Ethical threads, interlaced with care,
A social integrity, beyond compare,
Sustainability’s pledge, a heartfelt prayer,
In the needlepoint of education, virtues declare.

Flexibility’s dance, diversity’s sway,
Programmes adapting, night into day.
In the mixture of options, an exciting array,
A student’s journey, in diverse play.

In the objectives of HEET, a symphony grand,
Where minds and dreams interlink, hand in hand,
Listen closely, hear the whispers so sweet,
The students’ anthem, a transformative beat.

Intellectuals wind, blowing from Mlimani,
Creating futures, advancing knowledge,
Listen carefully, hear the future is optimistic,
UDSM Vision 2061, Wisdom is Freedom.

Zanzibar House of Representatives Budget Committee visits UDSM to learn about the HEET project

By Tumaini Kibagala, HEET-UDSM



Members of the Budget Committee of the Zanzibar House of Representatives and members of UDSM HEET Project Implementation Unit when the former visited UDSM to learn about the project implementation at Mlimani.



Chairperson of the Budget Committee of the Zanzibar House of Representatives Hon. Mwanaasha Khamis Juma signs visitors book in the office of the UDSM Vice Chancellor as the committee visited UDSM to learn about HEET project.



Dr. Liberato Haule, HEET-UDSM Deputy Coordinator

Members of the Budget Committee of the Zanzibar House of Representatives paid a courtesy visit to the University of Dar es Salaam on 16 November, 2023 to gain insights and experiences into the Higher Education for Economic Transformation (HEET) Project.

The Committee, led by its Chairperson Hon. Mwanaasha Khamis Juma and Vice Chairperson Hon. Dr. Sudi Nahoda Hassan, commended the University for the remarkable progress made in the implementation of the HEET Project, noting that, so much that they heard and witnessed was worth taking a leaf for their institution.

The Committee members were also accompanied by the Vice Chancellor of the State University of Zanzibar (SUZA), the institution implementing the project in Zanzibar, Prof. Mohammed Makame Haji.

UDSM Vice Chancellor, Prof. William A. L. Anangisy, said the University was excited to host such a respectful delegation, and informed it about the notable UDSM history, developments and strategic

initiatives undertaken by the University to ensure HEET Project successes.

Dr. Liberato V. Haule, Deputy Coordinator of the HEET Project at UDSM, with inputs from Project Implementation Unit members who were present at this meeting, presented in detail the project progress at the University of Dar es Salaam and identified areas of collaboration and understanding between UDSM and SUZA for realising academic achievements, and other related endeavours.

The delegation expressed its profound gratitude to UDSM and appreciated its great commitment and efforts towards reaching the project goals, which offered functional lessons to SUZA and the Committee at large.



University of Dar es Salaam



Contacts

Deputy Coordinator: +255 765 939 958

Chief Editor: +255 755 172 570

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



heet@udsm.ac.tz



Heet Udsm



www.udsm.ac.tz