

Volume  
03

UDSM-HEET

# Newsletter

Issue of October 2023

# HEET

Higher Education for Economic Transformation



**Government affixes Seal of Approval for New UDSM Lindi campus**

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**HEET project adds 24 state of the art buildings to UDSM**

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**UDSM receives vehicles and ICT equipment to bolster teaching and learning for special needs students**

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# Vice Chancellor's Note



## Prof. William A. L. Anangisye Vice Chancellor

I take this opportunity to welcome our readers and friends to this issue of *UDSM-HEET* Newsletter. As the University of Dar es Salaam has completed one year since it started the implementation of the HEET Project, remarkable progress has been recorded. The year has been formative and instructive, occupied mostly by consolidation of the structure of the project, implementation plans and mobilisation of stakeholders ahead of the decisive second year. As we did in the first year, the University Management is committed to see the implementation of the HEET Project activities proceed smoothly and efficiently.

The implementation of the HEET Project is aligned with the Tanzania Development Vision 2025, the Third Five-Year National Development Plan (2021/22-2025/26), and the Chama cha Mapinduzi Election Manifesto (2020-2025). These national strategic priorities aim to engender a transformative change of the economy with the view to building an industrial-based economy, coping with middle-income country status, and bolstering employment opportunities among various socio-economic groups, notably the youths who constitute the biggest segment of the population.

At the institutional level, the University Strategic Investment Plan (USIP) for the HEET Project has been designed for transformational changes in line with the UDSM Vision 2061, and UDSM Five Year Rolling Strategic Plan 2020/21-2024/25 (Revised). The endeavours of the HEET Project aim at transforming the University curricular and associated resource requirements in order to ensure teaching, research and public services that respond to the needs of the society.

The strategic transformation of the HEET Project targets at strengthening the linkage with the industry through involvement of the industry in delivery of the core functions of the University. Through this project the University academic members of staff have gained scholarships to pursue postgraduate studies abroad.

University leaders have also been involved in short-term training.

Importantly, at its completion, the use of ICT will be fully integrated in the delivery of core functions as well as managing and automation of internal business operations. It goes without saying that this will ensure efficient resource utilisation and effective business operations which will revolutionise customer experience.

The University has planned to promote research and innovation activities to maintain its status as the leading research and teaching higher learning institution in Tanzania. Thus, to implement the above objectives, the University is keen to ensure inclusivity in all the strategic activities. Throughout the implementation phase and in anything that it does, the University has taken all the necessary measures in mitigating the environmental and social impacts.

The University appreciates the World Bank for financing the Government through the Ministry of Education, Science and Technology (MoEST) to support the implementation of the HEET Project. The University is committed to diligently implement the project activities as per the Grant Agreement (GA) and USIP to realise and surpass the project Development Objectives.

This second year of the project implementation is going to be critical to the University because the construction works and installation of digital infrastructure will begin. Therefore, the University management is keen to ensure these project activities are implemented with the maximum degree of compliance in terms of transparency, competitiveness, integrity and value for money.

I once again welcome our readers to enjoy reading the *UDSM-HEET* Newsletter. We cherish your constant support and please do not hesitate to send us your comments on the Newsletter and the implementation of the HEET Project.

# Message from the Co-ordinator



**Prof. Bernadeta Killian**

## **UDSM-HEET Project Coordinator**

I am happy to report that the implementation of the HEET Project activities is under way at the University of Dar es Salaam. We have had a very exciting one year of project implementation. As the first year of the five year project rolls, we have built a strong team and learnt to work together. We have developed a collective feeling of the nature and intensity of the work and stakeholders expectations. Importantly, we have resolved to move on with unstinted determination in implementing the activities ahead of us.

The University of Dar es Salaam has received USD 47.5 million for the implementation of the HEET Project for the period of five years from July 2021 to July 2026. The Project Development Objective (PDO) is “To strengthen the learning environments and labour market alignment of priority programmes at beneficiary Higher Education Institutions and improve the management of the higher education system”. At the University of Dar es Salaam (UDSM) we have identified five priority programmes: Engineering and Technology, Agriculture and Agribusiness, Information Communication Technology, Urban and Environmental Engineering and Technology, Business have been identified.

The Project Development Objective is implemented through eight strategic areas, namely:

- Construction or rehabilitation of infrastructure;
- Updating curriculum and introducing innovative pedagogical methodologies;
- Promoting applied research and innovation capacity;
- Building functional linkages with private sector/industry;
- Strengthening the use of digital technology;
- Promoting self-generated income;
- Building capacity of academic staff and university leadership; and
- Project Administration, Coordination, Monitoring and Evaluation.

Implementation of this project commenced on 19<sup>th</sup> June 2022 after signing of the GA and receiving the first disbursement of funds in August 2022. Over 75 percent of the HEET project budget is allocated for strengthening infrastructure and upgrading of learning resources.

In the past one year of implementation, several project activities have been accomplished and others have progressed satisfactorily. First, in terms of rehabilitation and construction of infrastructure, the University has managed to conduct geotechnical investigations, topographical survey and prepare designs. Secondly, the University has signed two contracts for the design, review and supervision of 24 buildings to be constructed in Dar es Salaam, Zanzibar and Lindi. Contractors are expected on site by the end of December 2023 upon completion of required processes. The construction will comply with the Environmental and Social Impact Assessment reports.

Thirdly, the University has completed the tracer study. This exercise involved 8,000 alumni and 3,000 employers and other stakeholders such as Industry Advisory Committees. The results of the tracer study will inform curriculum review whose process is under way in various academic units. Fourthly, the University has granted 23 postgraduate scholarships (10 Masters and 13 PhD) to academic members of staff. We are happy to report that four beneficiaries have completed master's degree and have reported to work.

Fifthly, in terms of building functional linkage with industry, a number of activities has been implemented since July 2022. Various guidelines to support the linkage with the industry especially in relations to engagement of adjunct staff from the industry, collaborative reach and innovation, staff and student attachment in industry, outreach

services as well as industry advisory committee are now in place.

To facilitate collaboration five clusters of Industry Advisory Committees (IACs) in the disciplines of Marine Sciences; ICT and Media; Engineering and Earth Resources; Economics, Agriculture and Business; and Humanities, Social Sciences and Resource have been formed. Each IAC has identified at least two areas of collaboration. The newly established Industry Liaison Office under the Directorate of Public Service will nurture and sustain the linkage with the industry and the private sector in particular. Modalities of engagement have been formalised with three MoUs with industry signed initially. This has enabled attachment of twelve UDSM academic staff in the industry.

Furthermore, in order to increase the number of female students in Science, Technology, Engineering and Mathematics (STEM), the Gender and Special Needs Team has conducted sensitisation workshops to 3,083 female students in secondary schools in Zanzibar, Morogoro, Kagera, Lindi, Mtwara and Mbeya Regions. Last but not least, human resources, administrative, security and estates service staff have been trained on grievance handling mechanisms.

The University appreciates the support received from both internal and external stakeholders in the milestones achieved so far and looks forward for extended cooperation going forward in the HEET Project implementation.



***UDSM HEET Coordinator Prof. Bernadeta Killian, addressing one of the UDSM-HEET Project meetings***



*The Minister for Education, Science and Technology, Prof. Adolf Mkenda (MP) (2<sup>nd</sup>-left) looks on the map where UDSM Lindi campus will be located. Looking on also is the Coordinator of HEET Project at UDSM, and Deputy Vice Chancellor-Planning, Finance and Administration, Prof. Bernadeta Killian (5<sup>th</sup>-left) and other UDSM experts and Lindi Regional officials. This occasion took place on 22<sup>nd</sup> August, 2023 in Lindi Region.*

## Government affixes Seal of Approval for New UDSM Lindi campus

*By Dotto Kuhenga, UDSM-HEET*

The Minister for Education, Science and Technology, Prof. Adolf Mkenda, has issued the government declaration of the establishment of the University of Dar es Salaam new campus in Lindi.

Speaking in Lindi on 22 August 2022, the Minister said that all procedures to establish the new campus, including issuing of the said notice, number 569, in the Government Gazette, had been followed hence construction of necessary infrastructure would begin in November 2023.

Prof. Mkenda remarked that “I formally announce now that, the specific identified areas of Ngongo and Ruangwa, would form parts of the University of Dar es Salaam new campus in Lindi region and the construction of buildings including classrooms is set to begin this November 2023”. The campus will increase opportunities such as chances for higher education to the youth of Lindi region and employment.

Meanwhile, UDSM Deputy Vice Chancellor-Planning, Finance and Administration, who is also the University coordinator of the HEET Project, Prof. Bernadeta Killian, said the new campus would be for agriculture, beekeeping, food technology and related studies programmes, and “thanks to the World Bank HEET project for funding the construction of this campus”.

In January, 2023, the Chancellor of the University of Dar es Salaam and former President of the United Republic of Tanzania, Dr. Jakaya Kikwete, showed how UDSM was well-prepared to open the campus in Ruangwa District and Lindi Municipality in a

move to expand its reach and increase access to higher education to all Tanzanians.

Dr. Kikwete said this when he spoke to leaders and citizens as he visited the Ngongo and Kitandi areas in Lindi municipality and Ruangwa district, respectively – the areas where the new UDSM campuses are expected to be built.

“We would like to assure you that we are very determined to establish a campus here in Lindi; it is now upon you to work closely with the University for the required preparations so that this valuable plan would be implemented timely”, said Dr. Kikwete.

He emphasised that UDSM was prepared to begin the construction of the various buildings in the campuses because it had received the funds for the same from the government, through the Higher Education for Economic Transformation (HEET) project.

In this visit, Dr. Kikwete was accompanied by Hon. Salma Kikwete, Member of Parliament for Mchinga constituency; the Vice Chancellor of the University of Dar es Salaam, Prof. William Anangisy, and other UDSM management officials as well as leaders of Lindi municipality and Ruangwa district.

In the same vein, the UDSM Vice Chancellor, Prof. William Anangisy, said the University of Dar es Salaam was prepared to accomplish the construction activities in the new campus on time, so that it would start offering academic programmes that are relevant to the needs of time and communities in the area.

# Curriculum review process forges ahead, 200 UDSM programmes revised

By Jackson Isdory, UDSM-HEET



University of Dar es Salaam School of Law (UDSoL)



Institute of Resource Assessment (IRA)

In a remarkable stride toward a brighter future for higher education in Tanzania, the University of Dar es Salaam (UDSM) curriculum review process has achieved an outstanding 80 percent success rate with more than 200 programmes reviewed, and poised to be concluded early next year.

Speaking about the progress of this process which began in 2022, Prof. Masoud Muruke, UDSM-HEET specialist on curriculum review, stated with optimism that most units had made significant progress in the process, with completion rates ranging from 70 percent and 90 percent.



**Prof. Bonaventure Rutinwa**  
Deputy Vice Chancellor-  
Academic

“From July to September 2023, academic units had concluded tracer studies and self-assessment reports. Most units have initiated the programme review process, holding inception meetings to instill the new philosophy among staff. Detailed action plans and budgets were crafted to support the curriculum review process”, said Prof. Muruke.

Prof. Muruke said that the process impact was extensive, covering a staggering 200 undergraduate and postgraduate programmes. “Out of these, 60 percent underwent online tracer studies, and 40 percent were subject to face-to-face assessments”.

He recalled that since July 2022, UDSM has made incredible progress in the preparation and process of its curricula enhancement. The process involved developed guidelines, tested tracer study instruments, and conducted training for k

“Between November 2022 and March 2023, UDSM experts collected tracer study data, receiving an impressive 87.8 percent response rate with 8,000 graduate responses out of a target sample of 9,111. The data collection process blended online and face-to-face methodologies, underscoring their commitment to inclusivity”, he said.

Prof. Muruke further said that the pivotal step in this journey was the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis which was carried out by academic units. This self-assessment laid the foundation for curriculum

review, identifying strengths and areas for improvement in each programme.

Meanwhile, the Deputy Vice Chancellor-Academic, Prof. Bonaventure Rutinwa, intimated that the process was conducted not only in line with the University of Dar es Salaam procedures and plans but also according to the Higher Education for Economic Transformation (HEET) project objectives.

“The University of Dar es Salaam has identified five priority disciplines for curriculum enhancement in this regard namely engineering and technology; agriculture and agribusiness; urban environmental engineering and technology; information and communication technology; economics, and business studies”, said Prof. Rutinwa.

Prof. Rutinwa said that such an ambitious endeavor was a resounding response to the call of the Government of the United Republic of Tanzania, led by the visionary President Dr. Samia Suluhu Hassan, to modernise the nation’s education system in the face of the fast evolving global labour market.

Meanwhile, Prof. Rutinwa also noted that in academia, curriculum reviews were a norm, carried out periodically to elevate the quality of educational programs (a cornerstone of academic progress); and that UDSM’s commitment to this noble undertaking was deeply rooted in its core values, articulated in its Vision and Mission statements, the Corporate Strategic Plan, the Quality Assurance Policy, as well as national guidelines set by the Tanzania Commission for Universities (TCU).



**Prof. Masoud Muruke**  
UDSM-HEET specialist on  
curriculum review

The HEET Project, made possible through the generous support of the World Bank to the Government of Tanzania, is poised to realign UDSM’s priority programmes with the dynamic needs of the labour market while enhancing the overall management of the higher education system.

# HEET project adds 24 state of the art buildings to UDSM

*By Dotto Kuhenga, UDSM-HEET*

The University of Dar es Salaam (UDSM) has signed two contracts with two consultancy companies for design, review and supervision of construction projects for 21 buildings, out of the 24 planned to be built at UDSM, under the World Bank grant, the Higher Education for Economic Transformation (HEET) Project.

This momentous occasion took place on 2nd November 2023 and was graced by the presence of the guest of honour, the UDSM Council Chairperson, Hon. Ambassador Mwanaidi Sinare Maajar.

Ambassador Maajar urged both the consultants and the UDSM project implementing unit to ensure that the respective construction projects were undertaken professionally and according to the rules and regulations.

“The University Council is well prepared to make a close follow up of the implementation of this project which is intended to bring about efficiency in the areas of academics, research and public service”, said Ambassador Maajar.

Meanwhile, the UDSM Vice Chancellor, Prof. William Anangisyce, said the objective of the HEET project, through which the funds for such infrastructure construction came from, were in line with the University Vision 2061 and Strategic Plan aimed at transforming the institution according to the current and future national development needs.

## *Supervision of construction projects*

According to Professor Bernadeta Killian, who is also the UDSM-HEET Coordinator and Deputy Vice Chancellor-Planning, Finance and Administration, the supervision of construction projects would be carried out by two companies namely M/s Arqes Africa Architects & Interior Designers Limited and M/s Geometry Consultants Limited for 10 and 11 buildings, respectively.

The contract between UDSM and M/s Arqes Africa Architects & Interior Designers Limited would cover design, review and supervision of construction activities in various colleges at the Mwalimu Julius Nyerere Mlimani Campus.

“These buildings include the College of Engineering and Technology (CoET) for the renovation of Blocks L, O and Q; construction of a new building consisting of 7 laboratories; new building for 5 workshops; new building for 1 Lecture theatre (with 250 students capacity), 3 lecture rooms (each 50 students capacity) and 1 studio room (with 50 students capacity for Textile Design)”, stated Prof. Killian in the statement.

Other buildings at the Mwalimu Julius Nyerere Mlimani campus include the gender and special needs building and postgraduate students’ hostel which will accommodate 51 students.

“At the College of Information and Communication Technologies (CoICT) Kijitonyama, construction projects entail one (1) Lecture theatre – 140 students capacity; 1 multimedia studio – 50 students capacity; 3 advanced laboratories in emerging technologies – each with 48 students capacity; and 2 workshops – each with 30 students capacity”, she said.

Prof. Killian said that the first contract would also cover the School of Aquatic Sciences and Fisheries Technology (SoAF) in Kunduchi including 3 Lecture rooms – each with 100 students capacity; and 1 laboratory with 50 students capacity, will be built.



## *IMS Zanzibar and Ruangwa and Ngongo buildings*

Meanwhile, the contract between UDSM and M/s Geometry Consultants Limited would cover design, review and supervision of construction of 11 new buildings including administration and academic building (for lecture rooms, laboratories, conference hall and staff offices and one new hostel building for 80 students at the Institute of Marine Sciences (IMS) Buyu, Zanzibar.

“It will also cover the following supervision activities, for the Ruangwa and Ngongo sites in Lindi region; at Ngongo site: administration building, lecture rooms building (for 360 students), laboratory building, workshop building (5 rooms), male students hostel building, female students hostel building at Ngongo; and at Ruangwa site: lecture hall (50 students) and one students hostel building for 56 students (22 female and 34 male)”, said Prof. Killian.

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

Other three buildings, to make a total of 24 HEET buildings at UDSM, and whose supervision contract would be signed later, would be for the UDSM new Kagera campus. They include administration and academic building, cafeteria and business complex building, and female students hostel building.

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

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



# Contract signing for supervision of construction of UDSM-HEET buildings



*UDSM Council Chairperson,  
Hon. Ambassador Mwanaidi Sinare Maajar*

*...some state of the art buildings...*

*Lindi Campus: Ngongo & Ruangwa*



*Kagera Campus*



*IMS Buyu Zanzibar*



*SoAF (Kunduchi)*



# Triumphant completion of studies of the first batch of HEET scholarship beneficiaries

By Ally Mambele, UDSM-HEET



**Mr. Gabriel Mwaijande Paul**

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

The first batch of four University members of staff has complemented master's studies under the affluent scholarship provided by the Higher Education for Economic Transformation (HEET) project.

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

These are among the ten members of staff who registered for studies at the master's level under the UDSM-HEET scholarship and are from the College of Agriculture and Food Technology (CoAF) as well as the College of Engineering and Technology (CoET). They include Ms. Angelina William Mwakosya, Ms. Salma Damla, Mr. Gabriel Mwaijande Paul and Ms. Mariam Madundo.

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

“I have been able to gain hands-on practical experience that has strengthened my professional skills and become competent in my field of study. The scholarship has indeed opened the world to me”, she said.

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



**Ms. Angelina William**

MSc Food Science,  
University of Reading, United Kingdom

“The journey through my master's programme has been transformative, both academically and personally; the financial support and guidance I received through the HEET project were instrumental in making this educational endeavor a reality”, she said.

Mr. Gabriel Mwaijande Paul, from the Department of Transportation and Geotechnical Engineering, CoET, also appreciated the University of Dar es Salaam and the HEET project for the opportunity offered. He completed his master's in Geotechnical Engineering from the University of Leeds, United Kingdom.

“I am indeed filled with a sense of responsibility to utilise the knowledge and skills I have acquired for the betterment of our society and the realisation of the goals of the University and the HEET project”, he said.

Ms. Mariam Madundo, another beneficiary of the HEET scholarship from the Department of Structural and Construction Engineering, CoET, also appreciated the University for the offer given to her and promised to use the knowledge acquired for the advancement of the Tanzanian society.



**Dr. Emmanuel Matee,**

UDSM-HEET capacity building specialist

# From the Deputy Co-ordinator's Desk



**Dr. Liberato V. Haule**

## **UDSM-HEET Project Deputy Coordinator**

The implementation of the HEET Project activities at the University of Dar es Salaam started in August 2022. Progress is in different stages depending on the agreed timelines. Some activities, basically concerning preparatory work, have already been accomplished and others on actual implementation are progressing. A number of preparatory work include first, procurement of contractors which will be accomplished in November 2023.

Secondly, the HEET programme Implementation Unit reviewed the plans and instituted necessary adjustments and amendments. It oversaw preparation of designs; procurement of consultants for design review and supervision; and procurement of contractors for construction of buildings in various sites. Importantly, it ensured undertaking of thorough environmental and social impact assessment for all the construction sites.

Thirdly, in terms of upgrading curricular and introducing innovative pedagogical skills, the tracer study was conducted using the guidelines developed. Various units are using the outcomes of the tracer study to inform the ongoing curriculum review. Fourthly, in order to implement the activities under strengthening linkage with industry/private sector, a number of guidelines have been developed including those for adjunct staff, staff and student attachment in industry, collaborative research and innovations and outreach services.

On top of that, various teams in the project delivered on their objectives and goals. The ICT team strengthened the use of digital technology for teaching and learning, guided by the UDSM Smart Campus Roadmap. The gender, inclusivity,

environment and social safeguards team generated or caused review of numerous guidelines, markedly anti-sexual harassment policy, mechanisms for addressing gender-based violence, protection against sexual exploitation and abuse and HIV/AIDS and promotion of sexual reproductive health. From the reviewed documents, the university has developed guidelines on identification of staff and students with disabilities and guidelines for handling of grievances.

As hinted by the HEET Project Coordinator, overall, UDSM has achieved significant milestones in the one year of implementation of the HEET project since its inception in August 2022. The Financial Year 2023/2024 is critical in the implementation of the HEET project. The first year was formative and predominated by planning and preparations. Into the second year we are moving from the drawing table to the construction site and reviewed curricula. We are prepared to take up the logistical challenges, including those related to bulk procurement that is anticipated with rolling out of the numerous construction sites.

It is my pleasure to acknowledge all our stakeholders who made it possible to achieve these milestones. In a very special way we wish to appreciate the support from the Government, through the Ministry of Education, Science and Technology and the Ministry Finance. Technical support and guidance received from the World Bank is highly appreciated. Thanks are also due to the Institutional Project Steering Committee for overall guidance and advise on the best project implementation approaches.

Once again, I humbly request all the stakeholders who contributed in the first year of the implementation to extend their cooperation and commitment to the second year of implementation of the HEET Project.

# *Institutional Project Steering Committee (IPSC) Meeting, October 2023*



# Editorial

## Let's join hands to finalise the historic and commendable curriculum review process

Since July 2022, the University of Dar es Salaam has embarked on a comprehensive process of reviewing its curriculum for both undergraduate and postgraduate programmes in line with the University and government procedures and plans and according to the Higher Education for Economic Transformation (HEET) project objectives.

As reported in this newsletter, we have witnessed remarkable progress in this process from the preparation stages to the actual implementation of this curriculum enhancement noble initiative which, as informed, has reached more than 80 percent to its completion slated for 2024.

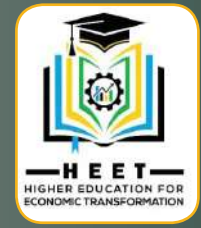
The curriculum review team successfully developed guidelines, tested tracer study instruments, and conducted training for key personnel. Between November 2022 and March 2023 they collected tracer study data, achieving an impressive 87.8 percent response rate with 8,000 graduate responses out of a target sample of 9,111.

The data collection process had blended online and face-to-face methodologies, underscoring their commitment to inclusivity. A pivotal step in this journey was the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis carried out by academic units. This self-assessment laid the foundation for curriculum review, identifying strengths and areas for improvement in each academic programme.

Through such methods, which reflected the dynamic spirit of UDSM and its commitment to the future of higher education in Tanzania, more than 200 programmes have been reviewed. This is indeed a manifestation of extraordinary commitment to the evolution and enhancement of such programmes. The innovative approaches and strategic partnerships deployed are instrumental for the University to ensure its graduates are well-prepared to meet the demands of the evolving labour market.

While curriculum reviews are a norm and are carried out periodically to elevate the quality of educational programmes, the UDSM's commitment to this gallant undertaking is deeply rooted in its core values, articulated in its vision and mission statements, the corporate strategic plan, the quality assurance policy, and national guidelines set by the Tanzania Commission for Universities (TCU).

Cognizant of the fact that this process is not only about revamping educational programmes but also nurturing the bright minds of Tanzania for a global stage, we urge all stakeholders, including members of the academic staff in all UDSM units to embrace it and work together to its effective and successful end. Certainly, the reviewed programmes will be beneficial to students at UDSM especially enabling them to adapt and thrive in a rapidly 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



*Institute of Gender Studies- Stakeholders Validation Workshop held on 16<sup>th</sup> June, 2023*



*Director of Human Resource Management and Administration, Ms. Asha Hayeshi addressing participants of the Workshop for UDSM Human Resource Officers and Administrative Officers in Kibaha on 2<sup>nd</sup> October, 2023*



*Participants of the Workshop for UDSM Human Resource Officers and Administrative Officers on how to handle HEET Project related Grievances sss held on 2<sup>nd</sup> October, 2023*



*Dr. Paul Ndumbaro, Infrastructure*

*CPA. Ally Mringo, Finance*

*Dr. Jackline Mgumia, Social Development*

*Dr. Innocent Pantaleo, Monitoring & Evaluation*

*UDSM-HEET Deputy Coordinator Dr. Liberato Haule (left) introducing the members of the Project Implementation Unit (PIU) at UDSM.*



*The Minister for Education, Science and Technology, Prof. Adolf Mkenda, speaks to leaders and residents of Lindi region about the new UDSM Campus in their region.*



*Mr. Bakari Machumu, CEO Mwananchi Communications Ltd makes a point at one IAC meeting*



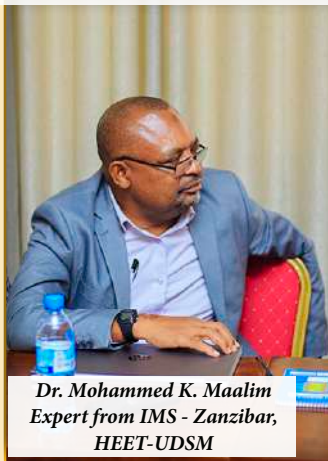
*One of the Industry Advisory Committee (IAC) meetings*



*A Section of UDSM-HEET Project Implementation Unit (PIU) members in one of the project meetings.*



*Mr. Job Semboja  
Procurement Expert, HEET-UDSM*



*Dr. Mohammed K. Maalim  
Expert from IMS - Zanzibar,  
HEET-UDSM*



*Dr. Fatuma Simba  
Industrial Linkage Expert,  
HEET-UDSM*



*Dr. Edmund Mabhuye  
Environment Development Expert,  
HEET-UDSM*



*Prof. Bernadeta Killian,  
UDSM Deputy Vice Chancellor-  
Planning, Finance and Administration*

## HEET specialists sharpen UDSM HR officers' grievance handling capacity

By Zamda George, UDSM-HEET

The University of Dar es Salaam (UDSM) Deputy Vice Chancellor-Planning, Finance and Administration, Prof. Bernadeta Killian, has urged Human Resource (HR) and Administrative Officers to work professionally including in handling grievances and complaints from members of staff and other stakeholders.

Prof. Killian, who is also the Coordinator for the Higher Education for Economic Transformation (HEET) project at UDSM, said this at a workshop for UDSM HR and Administrative officers held at the Mwalimu Julius Nyerere Leadership School in Kibaha, Coast Region, recently.

"We are gathered here to remind each other about our administrative roles and responsibilities which include how you can handle not only HEET project grievances but also complaints and related challenges in your respective offices", said Prof. Killian.

Prof. Killian also pointed out the transformation process of decentralisation of some of the administrative functions that the University was undergoing, and how such officers were instrumental in the initiative.

"The University is geared towards decentralising some of the functions and activities so that units would be handling various responsibilities which were previously centralised and packed together at the management level; the aim is to increase efficiency and effectiveness", she noted.

The workshop covered various crucial topics, with presentations and discussions focusing on the UDSM HEET project and grievance handling

procedures. Key figures in the University's HEET Project Team were present to shed light on these issues and respond to queries from attendees.

Dr. Edmund Mabhuye, the Environment Development Specialist, presented insights into the UDSM HEET project, shedding light on its objectives and significance. Also, Dr. Jackline Mgumia, the Social Development Specialist, engaged in an interactive session with attendees, answering questions and providing further clarification on grievance handling procedures.

Meanwhile, Ms. Asha Hayeshi, the Director of Human Resources and Administration, explained how important the workshop was in fostering a collaborative and efficient environment within the University.

"This workshop is a significant step in ensuring that the concerns and grievances of the HEET project are addressed promptly and effectively. We value the contributions of all our staff and stakeholders and are committed to ensuring their concerns are heard and resolved", she said.

The workshop further benefitted from the insights provided by Dr. Liberato Haule, the Deputy Coordinator of the UDSM HEET Project, who introduced and provided an overview of the University of Dar es Salaam HEET Project. Dr. Haule emphasised the transformative potential of the project and the need for efficient grievance handling mechanisms to ensure its success.

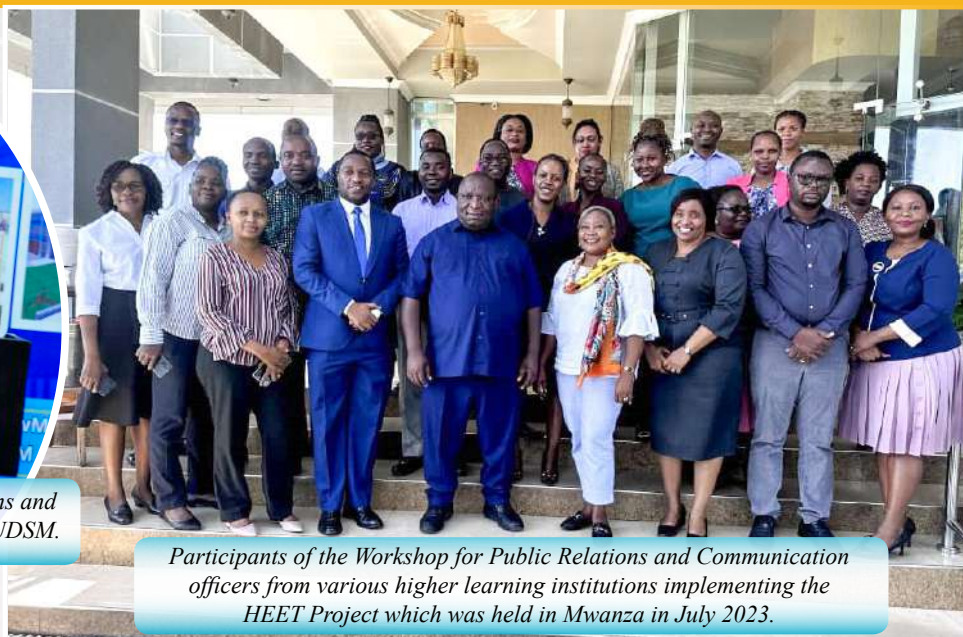


# Communication Officers Deliberate HEET Branding Strategies

By Remy Wilson, UDSM-HEET



*Dr. Dotto P. Kuhenga, Public Relations and Communication specialist for HEET-UDSM.*



*Participants of the Workshop for Public Relations and Communication officers from various higher learning institutions implementing the HEET Project which was held in Mwanza in July 2023.*

Public Relations and Communication officers from various higher learning institutions implementing the Higher Education for Economic Transformation (HEET) Project held a productive meeting in Mwanza recently and set key strategies for project information and publicity.

The 5-day meeting, organised by the Communication and Information Unit of the Ministry of Education, Science and Technology, was held at Adden hotel in Mwanza in July, 2023 and brought together more than 25 participants who discussed and deliberated on vital plans such as formulation of institutional communication strategies for popularising the HEET project.

Ms. Sylvia Lupembe, the Head of Communication and Information at the Ministry of Education, Science and Technology spoke about the HEET project's objectives and stressed their dependence on the effective functioning of the project communication and information mechanisms managed by the communication officers.

"It is very imperative for communication officials to be well-informed and actively engaged throughout the project various stages. I urge you to familiarize yourself with all the processes, and process and disseminate the project information actively and timely to internal and external stakeholders", said Ms. Lupembe.

She emphasised that communication officers should read and understand all the key project documents in which lie "the heart of project operations and key reporting lines namely the Project Authorization Document (PAD) and Project Objective(s) Matrix (POM)".

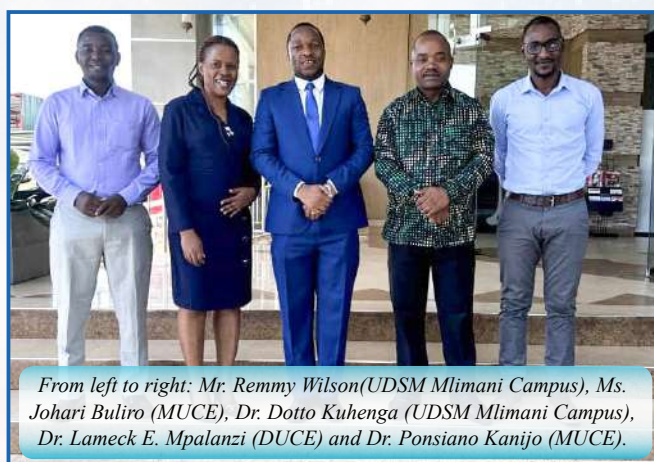
In this meeting, the University of Dar es Salaam (UDSM) played a stellar role as its HEET Communication specialist, Dr. Dotto Paul Kuhenga led participants on the processes and ways to formulate the HEET Communication Strategy in their respective institutions that would enhance awareness, community engagement, visibility, and branding of the project.

Dr. Kuhenga took participants, step-by-step, on how to formulate a comprehensive and successful communication strategy for the project implementation, as well as on the different techniques to deploy in addressing challenges faced by communication officials in fulfilling their duties within the HEET project.

"The communication strategy is a key guideline and map that helps you to analyse the communication situation of both the institution and project in particular; and guides you on securing relevant resources and applying appropriate tools and strategies in communicating the project activities to internal and external publics", said Dr. Kuhenga.

Participants expressed their commitment to developing impactful HEET communication strategies within their respective institutions, drawing understanding and lessons from Dr. Kuhenga's presentation.

UDSM Communication officials who attended this workshop, apart from Dr. Dotto Kuhenga, included, Mr. Remy Wilson from Mlimani campus, Dr. Ponsiano Kanijo and Ms. Johari Buliro from Mkwawa University College of Education (MUCE) as well as Dr. Lameck E. Mpalanzi from the Dar es Salaam University College of Education (DUCE).



*From left to right: Mr. Remy Wilson(UDSM Mlimani Campus), Ms. Johari Buliro (MUCE), Dr. Dotto Kuhenga (UDSM Mlimani Campus), Dr. Lameck E. Mpalanzi (DUCE) and Dr. Ponsiano Kanijo (MUCE).*

# UDSM receives vehicles and ICT equipment to bolster teaching and learning for special needs students

By Mercy Machange, UDSM-HEET



The Coordinator of HEET Project at UDSM, Prof. Bernadeta Killian (2<sup>nd</sup>-left) and the Director of Planning, Development and Investment, Prof. Siasa Mzenzi (left) hold a sample car key to symbolize the receipt of three Toyota Land Cruiser vehicles to support educational undertakings at UDSM. Looking on, are the Acting Deputy Vice Chancellor-Research, Prof. Nelson Boniface and HEET-UDSM Deputy Coordinator, Dr. Liberato Haule and other UDSM members of staff.

The University of Dar es Salaam has received computer laboratory equipment and three Toyota Land Cruiser vehicles to support educational undertakings and enhance teaching and learning of students with special needs thanks to the Higher Education for Economic Transformation (HEET) project.

During the handover ceremony which took place at the UDSM School of Education (SoED) recently, the Deputy Vice Chancellor-Planning, Finance and Administration and UDSM-HEET Project Coordinator, Prof. Bernadeta Killian, said the vehicles and equipment were instrumental in the implementation of the University key functions and marked a significant milestone in the university's commitment to inclusive education.

“The equipment will serve better our students with special needs. They will strengthen the capacity of Centre for Disability Services (CDS) as part of our commitment to equal participation in learning and working environment to staff and students with disabilities. We currently have 164 students who require these special services”, said Prof. Killian.

She further noted that the state-of-the-art equipment received would not only enhance their learning environments but also could enable them to connect with their peers and other service providers.

“The three vehicles will assist in accomplishing various activities of the project. We extend our heartfelt thanks to the Ministry of Education, Science and Technology and the government at large for their inclusion of our University in this remarkable project”, she said.

Dr. Aurelia Kimaro, who represented the Manager of the UDSM Centre for Disability Services (CDS), Dr. Sarah Kisanga, expressed her joy and appreciation for the essential materials provided. “Today is a moment of great happiness as we receive these materials that will greatly contribute to the sustainable development of our students with special needs”, she said.

She further stressed: “We firmly believe in inclusive education where every student has an equal right to learn. Disability should never hinder one's ability to excel. We extend our sincere gratitude to the University management and the HEET project for recognising the importance of inclusive education and providing us with these invaluable resources”.

The Coordinator of the Centre for Disability Services (CDS), Jerome Mbago, emphasised on the transformative impact of the newly acquired materials. “These resources will bring about significant changes in our approach to inclusive education and will serve as invaluable tools in assisting our students with special needs and foster a more inclusive and accessible learning environment.” Mbago noted.

Students at CDS were also very enthusiastic about the equipment and vehicles and hoped that these provisions would greatly benefit their learning journeys as well as help them achieve their goals.

The University of Dar es Salaam is committed to continuous fostering of inclusive educational environment. The HEET project is timely and its focus on special education needs commendable as it ensures that all students, regardless of their individual needs, have equal opportunities for success and inclusivity in future.



# UDSM establishes Industry Liaison office

By Zamda George, UDSM-HEET

The University of Dar es Salaam (UDSM) has established the Industry Liaison (IL) office within its Directorate of Public Services, thanks to the Higher Education for Economic Transformation Project's University-industry linkage component.

The Industry Liaison office would function as a catalyst for collaboration between the University and various stakeholders. Its primary goal is to ensure that the services offered by the institution align with the needs of the market, thereby contributing to the national agenda of industrialisation.

According to the appointed IL Coordinator, Dr. Eva Shayo, the office will be undertaking several pivotal roles to achieve its objectives, including facilitating skills acquisition through seeking opportunities for UDSM staff and students to engage in industrial attachments, placements and apprenticeship programmes.

"The office will also be engaging external experts through coordinating and facilitating the engagement of external experts as adjunct staff, enriching the academic experience. We will also oversee the Industry Advisory Committees by supporting their functioning to ensure their active participation in shaping curricula and research", said Dr. Shayo.

Dr. Shayo further informed that the office would also be coordinating University-Industry dialogues for fostering a platform for knowledge exchange and collaboration as well as cultivating partnerships and collaborations with businesses and institutions for creating opportunities for research and innovation. "In professional development, we will be supporting the engagement of UDSM staff in relevant professional bodies and enhancing their expertise and networks".



**Dr. Eva Shayo**  
Head, Industrial Liaison



*CPA Dr. Merezia Wilson (left) of the University of Dar es Salaam Business School (UDBS) at Claritas International for her staff placement. On her left, is the Audit Partner of Claritas International, ACPA-PP Chrisant Christopher Bantulaki,*



*Eng. Dr. Aviti Mushi (left) and Eng. Dr. Ngesa Ezekiel (right), both from UDSM College of Engineering and Technology at Super Group Limited for their two-month staff placement. At the centre is the Chairman and Group MD of Super Group Limited Mr. Seif Seif.*

## UDSM initiates collaboration with Super Group Ltd

Meanwhile, Dr. Shayo informed UDSM-HEET that one of the notable achievements of the IL office is the establishment of Memoranda of Understanding for the University of Dar es Salaam with various companies and institutions including the Super Group Limited, marking the beginning of staff attachments and placements.

"Today, we are excited to share the story of two UDSM lecturers, Eng. Dr. Aviti Mushi and Eng. Dr. Ngesa Ezekiel, both from the Department of Electrical Engineering at the College of Engineering and Technology who have secured a two-month industry placement as Electrical Engineers at Super Group Limited".

"This partnership exemplifies the collaborative spirit between UDSM and Super Group, highlighting the commitment to nurturing talent and enhancing industry relevance. This opportunity not only benefits the duo but also extends its advantages to both UDSM and Super Group", insisted Dr. Shayo.

She said this placement provided a real-world experience that would enhance their skills and efficiency as electrical engineers, ultimately benefiting the students they teach and mentor. "They will be actively involved in designing, implementing and improving electrical facilities and systems for Superdoll, contributing to its growth and efficiency".

For UDSM, this partnership demonstrates the university's commitment to producing industry-ready graduates. It strengthens the University's ties with the corporate world, ensuring that academic programmes align with industry demands.

For Super Group, this collaboration offers access to cutting-edge academic knowledge and research capabilities. It allows them to tap into the expertise of UDSM's faculty members and contribute to the development of a skilled workforce.

"The University of Dar es Salaam applauds Super Group for their commitment to fostering university-industry collaboration. Together, we are building a stronger, more connected future where academia and industry work hand in hand to achieve common goals", she said.



# Focal persons trained on management of incubators and innovation hubs

By Ally Mambele, UDSM-HEET

The University of Dar es Salaam, through the Directorate of Innovation and Entrepreneurship (DIEN), has conducted a training to innovation and entrepreneurship focal points from all UDSM academic units to equip them with necessary skills on the management of incubators and innovation hubs.

The three-day training, from 23<sup>rd</sup> to 25<sup>th</sup> August 2023, is part of a series of 10 short-term trainings that will be conducted in various units within UDSM to equip staff with modern and innovative skills in the support of improvement of delivery and management of teaching, learning and research.

Furthermore, the training will inform the upgrading of the curricula and, in line with the implementation of the project's activities in other focus areas, offer capacity building.

When officiating this training, the UDSM Director of Research and Publication, Dr. Mussa Mgwatu, who represented the Acting Deputy Vice Chancellor-Research, Prof. Nelson Boniface, told the participants that the activity of overseeing these vital spaces was pivotal in shaping the path of not only students' futures but also the broader landscape of innovation within UDSM.

"This training programme, which is designed to equip focal point personnel from various units of the University provides you with the necessary tools and strategies to effectively manage incubation programmes. The programmes serve as fertile grounds for nurturing groundbreaking ideas and guiding you toward real-world implementation", said Dr. Mgwatu.

During this three-day training, the UDSM incubator focal points made a tour of the Innovation Hub at the UDSM College of Information and Communication Technology (CoICT), the Commission for Science and Technology (COSTECH) and Nafasi Arts Space to learn about the process of starting incubators from ideation to implementation in their respective units.

The tour was an eye-opener for the focal persons and they were inspired to start incubators in their respective units. "We are confident that the knowledge and skills acquired during the tour will help us to successfully establish and manage such incubators in our units", said Mr. Damas Kamala from the School of Journalism and Mass Communication.



**Prof. Nelson Boniface**  
Acting Deputy Vice Chancellor-  
Research



## Intellectual Property training for UDSM focal points

Meanwhile, through the support of the Higher Education for Economic Transformation (HEET) project, the University of Dar es Salaam through its Intellectual Property Office (PMO) organised a training programme on intellectual property to focal point personnel of the University's colleges, schools, institutes and major departments recently.

The training aimed to equip participants with the knowledge and skills necessary to protect intellectual property and promote innovation and entrepreneurship within the University.

The training covered various topics related to intellectual property rights, including patents, trademarks, copyrights, and trade secrets. Participants were also introduced to the basics of intellectual property law and the procedures for registering and enforcing intellectual property rights in Tanzania.

# UDSM, TPSF and CEOs discuss graduates' employability, industry productivity

By Jackson Isdory, UDSM-HEET



The Chief Executive Officer of CRDB Bank, Mr. AbdulMajid Mussa Nsekela (3rd-L) makes a point at a plenary session during the strategic partnership dialogue that was held at Serena Hotel, Dar es Salaam on 11<sup>th</sup> July, 2023. Other panelists (pictured) include the Chief Executive Officer of Helium Gas, Mr. Fidelis Lekule (3<sup>rd</sup>-R), the Managing Director of Multichoice Tanzania Limited, Ms. Jacqueline Woiso (2<sup>nd</sup>-L), the Business Environment Manager of Tanzania Horticultural Association (TAHA), Mr. Kelvin Remen (2<sup>nd</sup>-R) and the Country Managing Partner, Tanzania Deloitte East Africa, Mr. David Nchimbi (1<sup>st</sup>-L). The moderator of this session was Dr. Fatuma Simba (1<sup>st</sup>-R), Industry-Linkage Specialist for HEET-UDSM

In a move to enhance graduate employability and productivity within the private and public sectors, the University of Dar es Salaam (UDSM), in collaboration with the Tanzania Private Sector Foundation (TPSF), held a historic Strategic Partnership Dialogue with Chief Executive Officers on 11 July 2023 in Dar es Salaam.

The dialogue, which aimed to foster strong ties between the University and the sectors (private and public) for promoting graduate employability and industry productivity, was graced by the Minister of State, Zanzibar President's Office, Hon. Jamal Kassim Ali (MP) who emphasised the importance of collaboration between the academia and the industry.

"The private sector is the main driver of our economy, and our universities must provide high-quality human resources to support its growth," stated Hon. Ali. He emphasised the need for knowledge and skills alignment between academia and the private sector, recognising that graduates equipped with relevant expertise would readily contribute to the labour market.

The Minister further commended UDSM for organising such a dialogue for it would serve as a proper platform for charting out the way for the labour market alignment of university programmes.

Collaboration to address industry requirements and skills gaps

Prof. William A. L. Anangisyee, the Vice Chancellor of the University of Dar es Salaam, expressed his gratitude to the participants for their attendance, and highlighted the importance of university-industry collaboration in enhancing graduate employability skills.

Prof. Anangisyee stressed the University's commitment to institutionalising and strengthening the linkage with sectors, especially the private sector to address industry requirements and skill gaps.

"This dialogue will count and be a notable attribute to the University as it sets to reorient its programmes to align with your relevant requirements and felt gaps of skills and

knowledge", said Prof. Anangisyee.

The dialogue, whose theme was "Enhancing Graduate Employability for Industry Productivity," gathered high-level distinguished participants from various sectors, who strongly supported the University's efforts to engage stakeholders and strengthen ties with the public and private sector.

TPSF Chief Executive Officer, Mr. Raphael Maganga, said the dialogue was a very significant opportunity to share experiences and strengthen collaboration as in the Fourth Industrial Revolution it is imperative to forge partnership.

In the dialogue Prof. Goodluck Urassa of UDSM Business School (UDBS) presented the existing challenges, gaps and proposed interventions to enhance graduate employability skills.

## Fruitful discussions

The event witnessed fruitful discussions among participants, enabling the exchange of ideas and the identification of collaborative opportunities between the academia and the industry. The dialogue aimed to bridge the gap between theoretical education and industry requirements, equipping graduates with the necessary skills and knowledge for employment.

Participants who attended the dialogue were very pleased to see the University of Dar es Salaam was taking proactive steps to bridge the gap between academia and industry.

"This strategic partnership dialogue will undoubtedly benefit both students and the private sector, foster innovation and prepare graduates for the demands of the job market", remarked one of the CEOs present.

The event also served as one of the key activities in the implementation of the Higher Education for Economic Transformation (HEET) project at the University of Dar es Salaam. In this regard, the project aims to enhance the learning environment, align priority programmes with labour market needs, and improve the management of higher learning institutions.



**Dr. Ibwe Kwame,**  
UDSM-HEET Specialist on  
Digitalisation Development



UDSM Officials receiving new ICT equipment  
at Mwalimu Nyerere, Mlimani Campus.



**Dr. Mussa Kissaka,**  
Director, ICT

## Unfettered access to digital communication in the offing as UDSM overhauls core network infrastructure

By Remy Wilson, UDSM-HEET

The University is currently working on a comprehensive overhaul of its core network infrastructure aimed at improving reliability and capacity. This boost is part of implementation of the HEET project activities.

According to the UDSM-HEET Specialist on Digitalisation Development, Dr. Kwame Salum Ibwe the upgrade is basically set to be a very significant overhaul, and as of now successful bidders have been awarded contracts to revamp the network infrastructure.

“Upon completion, this upgrade will facilitate seamless communication and provide unfettered access to digital resources within the UDSM”, said Dr. Ibwe, who is also a Senior Lecturer at UDSM College of Information and Communication Technologies (CoICT).

Dr. Ibwe hinted that the upgrade would include various facets designed to enhance the UDSM technological capabilities. He explained that upgrading the network to 10 Gbps (Gigabits per second) would offer a multitude of advantages that significantly enhance data transmission and connectivity.

“The increased bandwidth allows for faster data transfer speeds, reducing latency and enabling seamless, high-quality video streaming and real-time collaboration”, said Dr. Ibwe.

He said that the upgrade was an integral component of the activities carried out under the HEET project, which includes the establishment of a smart campus to cater for the evolving needs of higher education in the digital age.

In line with the HEET project’s implementation objectives, Dr. Ibwe also said that the ICT component included undertaking other different activities aimed at advancing digitalisation within the University. These include Open Education Repository (OER) platform customization, UDSM Online Journal Processing System (OJS) upgrade and an upgrade of the UDSM email system and Single Sign-On (SSO).

Meanwhile, UDSM staff members have expressed their enthusiasm for the upgrade, highlighting the anticipated benefits the process would bring to their daily work and research activities.

“This upgrade is going to be vital for our research and teaching efforts. It will undoubtedly make our tasks more efficient and improve our access to valuable digital resources”, said one faculty member.

In addition, other aspects pertaining to the network infrastructure, include cybersecurity enhancements and technological support for ongoing research. All these are being explored to ensure that UDSM remains at the forefront of cutting-edge technology and knowledge dissemination.

The University of Dar es Salaam community is eagerly awaiting for the completion of this comprehensive overhaul, anticipating the positive impact it will have on their academic and research endeavours.

# Grievances, gender-based violence and anti-sexual harassment policies consolidated

By Mercy Machange, UDSM-HEET

The University of Dar es Salaam (UDSM) has initiated the process of dealing with grievances, gender-based violence and sexual harassment by formulating new related policies and revising the existing ones, thanks to the support from the Higher Education for Economic Transformation (HEET) project.

Speaking to UDSM-HEET, Dr. Lulu Mahai, who is the UDSM Director of the Institute of Gender Studies and Gender and Special Needs Coordinator for the UDSM-HEET project, said key policies in this regard were being worked on by teams of experts in the area, and that the process was in advanced stages for approval by respective organs.

Dr. Mahai said the new regulations which were under construction included guidelines for management of gender-based violence and sexual exploitation, guidelines against abuse and harassment, and guidelines for handling grievances. She further noted that the anti-sexual harassment policy of 2018 will undergo revision.

In addition, Dr. Lulu Mahai said the current review of the Anti-Sexual Harassment policy of 2005 aims to bring the ownership of the process to UDSM's valuable primary and secondary stakeholders, as well as all persons who in one way or the other relate with the University.

"The aim of the policy is to cultivate an ethical and harassment free teaching and learning environment where all members, and those with whom they interact are free to pursue their academic and related endeavours. This commitment is reflected in UDSM's core values as enshrined in the University's Charter", said Dr. Mahai.

Dr. Mahai insisted that through these policies and related instruments and structures, UDSM would maintain its reputation as a secure and gender-responsive academic environment where primary and secondary stakeholders interact with trust and respect to all individuals who make

up what the University strives to be "a humane and gender-sensitive environment".

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

"These guidelines provide a framework to handle gender and sexual misconduct at the University. They assign roles and obligations to key stakeholders at the University of Dar es Salaam. Through them, every community member will understand their responsibilities so that they will become custodian and accountable individual conscious of their actions toward others", said Dr. Mahai.

Dr. Jackline Mgumia, UDSM-HEET Social Development Specialist, said the University of Dar es Salaam Grievances Handling Guidelines set out principles and procedures for grievance handling at the University which would enable it to serve as the principal framework onto which grievance handling in all levels of the University hierarchies could be anchored.

"The guidelines will enable the University of Dar es Salaam to be in a better place to handle grievances amicably. It is important for the UDSM community and other stakeholders to read the guidelines and use them in the course of handling potential and real grievances", said Dr. Mgumia.

She insisted that the guidelines would enhance justice and fairness during the teaching and learning processes, working at the University, in engaging with university-based and non-university-based stakeholders as well as living at the University.



**Dr. Lulu Mahai**  
Gender and Special Needs Coordinator,  
HEET-UDSM



**Dr. Jackline Mgumia,**  
Social Development Specialist, HEET-UDSM



University of Dar es Salaam



## Contacts

Deputy Coordinator: +255 765 939 958

Chief Editor: +255 755 172 570

 [heet@udsm.ac.tz](mailto:heet@udsm.ac.tz)  Heet Udsm  [www.udsm.ac.tz](http://www.udsm.ac.tz)