



University of Dar es Salaam



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HEET

Higher Education for Economic Transformation



Newsletter

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Proposed UDSM HEET Infrastructure Development Projects



Innovation hub buildings



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Vice Chancellor's Note



Prof. William A. L. Anangisye Vice Chancellor

The University of Dar es Salaam (UDSM) is implementing a five-year (2021-2026) Higher Education for Economic Transformation (HEET) Project through the World Bank funding. The Ministry of Education, Science and Technology takes an overall responsibility of ensuring smooth implementation of this project in the higher learning institutions. The HEET Project Development Objective (PDO) is to strengthen the learning environment. It will do so by strengthening labour market alignment of priority programmes at beneficiary higher education institutions and improve management of the higher education system.

The project focuses on areas such as infrastructure development, strengthening the use of digital technology in education delivery, upgrading curricula, promoting applied research and innovation and strengthening the linkage between the University and the industry. There are several instruments that have been identified for use in order to facilitate the project's implementation.

The project involves three partners: the Government, the World Bank, and the Implementing Agencies—in this case the University of Dar es Salaam. These partners, each, has legally binding duties and responsibilities established through the dully signed legal agreement between the Ministry of Education, Science and Technology and the University of Dar es Salaam.

Article 6 of the Grant Agreement provides for the project implementation requirements. The success or otherwise of this project depends in the final analysis on the implementers, in this case UDSM. The Project Development Objectives are very clear, the achievement of which measured through attaining key milestones. One of those milestones is the project' Steering Committee (IPSC). As its name implies, the Steering Committee must provide overall support for the implementation of the project. It is expected to be alert all the time to ensure that project objectives are achieved as per

the implementation schedule. The composition, duties and responsibility of the Institutional Project Steering Committee is provided under Article 6 (2) of the Grant Agreement.

Specifically, the responsibilities of the IPSC are to provide an oversight role in project execution as follows: assessing and approving quarterly project and monitoring and evaluation (M&E) reports for onward transmission to internal institutional organs before submission to the Ministry, using the prescribed project reporting tool; assessing and approving detailed and timeline-bound annual work plans; and reviewing and approving expenditure reports and additional fund applications; Conducting or holding quarterly meetings or as the need may arise; and ensuring and providing evidence, in conjunction with the Project Implementation Unit (PIU) that project implementation and reporting are participatory and inclusive in nature.

The committee will also be responsible with exercising a supportive and guidance role to the PIU and shall not cause administrative or bureaucratic delays to HEET Project; playing an oversight role and monitor performance of project activities and in particular the performance of the PIU and make decisions that support the PIU and increase implementation efficiency; reviewing and making decisions on deviation/reforms of project support documents for effective attainment of Project Objectives in relation to the Grant Agreement, Program Appraisal Documents and Project Operational Manuals; and reviewing and approving quarterly and annual project implementation progress.

The above IPSC roles crucial and fundamental. Stakeholders, including the Government of Tanzania has a lot of interest in this project, and so are the other partners. I therefore urge all stakeholders to understand this sensitivity and never allow anything to undermine the achievement of the goals set, we must aim for a distinction.

Message from the Co-ordinator



Prof. Bernadeta Killian UDSM HEET Coordinator

(Deputy Vice Chancellor-Planning,
Finance and Administration)

The Higher Education for Economic Transformation (HEET) project at the University of Dar es Salaam is implemented through several focus areas. These areas include infrastructure development, strengthening the use of digital technology in education delivery, upgrading curricula, promoting applied research and innovation, and strengthening the linkage between the University and the industry.

One of the critical goals of the HEET project is to improve UDSM's academic programmes in line with the needs of the labour market and thereby leading to economic transformation in the country. The University appreciates the contribution of the industry on the review and delivery of curricula. Therefore, in order to engage relevant professionals from the industry in the design, delivery of priority degree programs and ensure their alignment to market needs, the Industrial Advisory Committees (IACs) members have been appointed and they are largely drawn from the private sector and a few relevant public institutions. The IAC members have selected committees' leaders, namely, Chairperson, Vice Chairperson, and Secretary.

The IAC duties include, analyzing and recommending industry needs and trends, as well as reviewing and monitoring program objectives that will help the University to address employment and educational needs of business, industry, labor, and/or the profession; advising the University on

matters relating to teaching, research and public services; serving as an advocate of the University and a communication link between the University of Dar es Salaam and the community; and advising the University on engagement of senior and experienced personnel from industry to be part of curriculum delivery as adjunct staff at the University.

In addition, the Committees will be responsible with assisting the University in soliciting of opportunities for collaboration in applied research and innovation from the industry; advising the University and the industry on collaborations in research and innovation, knowledge transfer and public service that leads to income generation to the University and increased efficiency of the industry.

The IACs will also be recommending outstanding professionals and practitioners to provide field and industrial experience, special lecture and students mentorship; and acting as a link between academic departments and its industrial and professional diverse and influential partners in order to inform the development of new programs or reviewing the existing program. One of the expected outcomes of the AICs responsibilities is to support the University create an everlasting functional linkage with the industry (private and public) which will enable the University to align its products with the need of the labor market.

Kikwete: UDSM Kagera campus to accelerate the region's development

By Jackson Isdory, UDSM



Administration and academic building at Kagera Campus

The Chancellor of the University of Dar es Salaam and former President of the United Republic of Tanzania, Dr. Jakaya Mrisho Kikwete has assured the people of Kagera region that the new UDSM campus in their region will accelerate sustainable development.

Dr. Kikwete said this when he paid an official visit to the region recently to assess the progress of the plans to build a new campus in the region. He also held consultative meetings with the regional authority in the villages of Itahwa and Kangabusharo where the government was planning to locate the UDSM campus.

“This campus in Kagera is indeed a blessing in several ways as it will be a catalyst for sustainable development in this region. Apart from offering a great opportunity for our children to access higher education, the presence of this campus will unlock numerous social and economic potentials that will be beneficial to the people of Kagera”, said Dr. Kikwete.

In the same vein, the Kagera Regional Commissioner, Hon. Albert Chalamila said the region was so much ready and well prepared to host the new UDSM campus, and intend to cooperate with the University in order for the construction to be undertaken timely and efficiently.

“We have a common mission, and we are very much committed to it. We will provide all that is necessary and required on our part. We promise to cooperate maximally with UDSM to ensure that this Campus produces positive results to our region of Kagera” emphasized Hon. Chalamila.

During the visit, Dr. Kikwete was accompanied by the Vice Chancellor of the University of Dar es Salaam, Prof. William A. L. Anangisye and other senior officials of the University.

Funds Available

Meanwhile, the UDSM Vice Chancellor, Prof. William A. L. Anangisye informed the people of Kagera that the funds to build the campus were available and the construction would start immediately after the initial processes such as designing of the buildings and getting the contractor were completed as per regulations.

“We already have the funds, for constructing this campus in Kagera, from the World Bank [Higher Education for Economic Transformation] HEET project. So, let us all work together to accomplish this important project on time”, insisted Prof. Anangisye.

Meanwhile, the UDSM Deputy Vice Chancellor responsible for academic affairs, Prof. Bonaventure Rutinwa briefed the Chancellor and those present on the progress of the architectural design and the academic programs that would be offered at the Kagera campus.

Prof. Rutinwa further said the campus would begin by offering courses in the areas of business, entrepreneurship, innovation, and tourism – under the University of Dar es Salaam Business School (UDBS), which were expected to make the Kagera region a strategic commercial hub for the country, the neighbouring East African countries and beyond.

World Bank urges UDSM to adopt resource-efficient design for HEET buildings

By Special Correspondent, UDSM



As the University of Dar es Salaam (UDSM) unveiled the draft designs of its new Higher Education for Economic Transformation (HEET) buildings, the World Bank has hailed it for a well-thought infrastructure plan and urged the institution to deploy resource-efficient design in the process.

The World Bank (Tanzania) Education Specialist, Mr. Mathus Kaboko told the University of Dar es Salaam Project Implementing Unit recently that it was important to take into consideration certain factors in the buildings design process such as the possible population growth that could maximize use or overuse of the space and services provided.

“Utilization of space in the construction sites should aim to increase efficiency in the space use and should consider other factors such as climate-smart waste management”, said Mr. Kaboko.

Mr. Kaboko also advised the University to consider energy efficiency and energy sustainability philosophies in the new buildings. He added: “consider smart technologies that increase efficiency in energy use, and possibly design buildings that can accommodate

energy generation components such as solar or consider components for waste re-use for energy generation”.

Meanwhile, the UDSM-HEET Environmental Development Expert, Dr. Edmund Mabhuve said the University would take into considerations current and future climate trends in the process, hence buildings would be designed to accommodate various conditions.

“The design will consider conditions including ventilations to allow the building to be used even during the harsh conditions, especially in the absence of cooling systems”, said Dr. Mabhuve.

Dr. Mabhuve added that the design of buildings would consider the need for water harvesting technologies that could enhance water availability for various uses, including washrooms; and that “whenever possible, water harvesting should be accompanied by re-use technologies of water in order to minimize damage to the environment”.

He also emphasized that sustainability of building technologies, facilities and equipment was paramount, especially during operations and management phase.

Prof. Anangisye to UDSM Units' leaders: 'own and oversee' the HEET implementation

By Zamba George, UDSM



The Vice Chancellor of the University of Dar es Salaam Prof. William A. L. Anangisye has urged the varsity's Units' leaders to understand, own and oversee effectively the implementation of the World Bank's Higher Education for Economic Transformation (HEET) project on campus.

Speaking to principals, deans and directors from various UDSM units in a workshop held in Dar es Salaam recently, Prof. Anangisye said their understanding and support was very crucial in the implementation of the project.

"You have seen that the project is immense, involving investment of USD 47.5 Million and touches many areas which need to be implemented once. So, it is very important you [leaders] to know the scope of the activities implemented under this project", said Prof. Anangisye.

Prof. Anangisye further said that, under the project, construction plans were scattered and that all the timelines were very tight, and hence this was "a very sensitive project".

"There is a lot at stake. The Government has a lot of interest in it, and it is keenly looping this process because the results of the project will directly touch the people's lives", he emphasized.

The Vice Chancellor further insisted that HEET Project had come at an opportune time, as there were several other activities going on at the University as part of the implementation of the UDSM Vision 2061, UDSM Corporate Strategic Plan and the UDSM Five Year Rolling Strategic Plan (2020/21-2024/25).

"We also had plans for conducting the Tracer Study at advanced stages. Tracer Studies are conducted for, among other things, inputting into curriculum review. For this case, the HEET project complements our initial plans", he said.

Meanwhile, the UDSM-HEET Deputy Coordinator, Dr. Liberato Haule said that the University leaders (Principals, Deans, Directors, and Heads of Departments) were crucial to the delivery of the project, hence needed to understand it well in order to align the strategic goals under their portfolio with the HEET project objectives.

"These leaders need to link their objectives with those of the project which relate to strengthening the learning environment and labour market alignment of priority programs. For the University to realize the impact of the HEET project, its implementation must be integrated with the strategic priorities implemented under various academic and non-academic units", said Dr. Haule.

Dr. Haule further said that Principals, Deans, Directors, and Heads of Departments were expected to share their insights about risks that may arise during the project implementation and possible mitigation measures for successful implementation of the project and improving its outcomes.





Through the Higher Education for Economic Transformation (HEET) project, the University of Dar es Salaam is constructing up to 28 new huge buildings, for various educational purposes. The buildings will be situated at the UDSM's different campuses. The UDSM-HEET Newsletter Chief Editor, Dr. Dotto Kuhenga spoke to Dr. Fatma Mohamed, who led the team of local experts (from the UDSM College of Engineering and Technology-CoET) in the design process of these buildings:

Q: What does the process of designing the University of Dar es Salaam HEET buildings generally entail?

A: The process started with site visits that led to concept design of the buildings and the new campuses. After architectural conceptualization of the buildings, other engineering experts were involved to create holistic designs.

Q: How is your design team of experts composed?

A: Our design team is composed of all the necessary disciplines needed for preparation of architectural design work for rehabilitation and construction of new buildings or campus. The team had Topographic analysis, Geotechnical analysis and Masterplan experts who laid the foundation of the design work, showing the suitability of the site for designing and construction. The team also has Architects, and experts in the fields of structural, electrical, mechanical,

plumbing, ICT engineering as well as experts on external civil works. We finally have the Quantity Surveyors who quantify the construction costs for the project.

Q: What uniqueness of these designs you can describe, and be proud about?

A: The designs are site-specific and that is something that we as a Team are very proud of.

Buildings in Kagera are quite different to buildings in Lindi or Zanzibar. Buildings that are within CoET [UDSM College of Engineering and Technology] for instance are designed to incorporate elements that are found in existing CoET buildings in order to bring cohesiveness within the CoET boundary area.

Q: How do you envision the University of Dar es Salaam, in a few years to come, having the new buildings that you have designed?

The new buildings will improve the quality of education provided by the University. It will also improve users experience of both students and educators and supporting staff. The buildings are designed to incorporate ICT services, providing an opportunity for a more access to education.

Q: What did you like the most about this process and why?

A: The process was very interactive between the design experts and the buildings owners and users. This interaction eased the process into making designs that are mostly user generated. This is very important in bringing pride and



Hostel building at Lindi (CoAF Campus)

the design of new (HEET) UDSM buildings

ownership of buildings to users.

Q: What were the challenges in implementing this process?

A: The main challenge was the time period allocated to the design Team. Although sometimes it is good to work under pressure, it was also difficult at times for all disciplines to keep up with each others work - a very important factor for a successful project delivery.

Q: What do you advise the University of Dar es Salaam as it advances to construct the buildings as designed by you and your team?

A: I think it is advisable for the University of Dar es Salaam to continue to engage the Design Team during construction of the project in tandem with the Consultant since the Team is more familiar with the Design and can help to minimise variations.

Q: Who would you thank so much for the successes of this design process for the UDSM-HEET buildings?

A: I would really like to thank the UDSM HEET Team led by DVC-PFA [the Deputy Vice Chancellor-Planning, Finance and Administration-Prof. Bernadeta Killian] for providing a platform for a dialogue with buildings users. Dr. Paul Ndumbaro [UDSM-HEET Infrastructure Development Specialist] is also commendable in his contribution to the success of this design process. He served diligently as a link between the two parties - administrators and designers. We, the design team, highly appreciate that. We would also like to

give our sincere appreciation to the [UDSM] Vice Chancellor [Prof. William A. L. Anangisyse] for his vision and overall guidance throughout the design process.

Q: Tell us about your education in this area of expertise.

A: I studied Bachelor of Architecture and Building Engineering at the Tokyo Institute of Technology in Japan. For my Masters of Engineering in Architecture and PhD in the same field, I studied at the University of Tokyo also in Japan.

Q: What has been your experience in this area of expertise?

A: This is not my first project with the University of Dar es Salaam. I have been involved in the preparation of Employer's Requirement document for the UDSM School of Economics Building and the UDSM Central Chemical Laboratory Building, among others. I am also serving in the Contract Administration team for the two buildings as well. Our team's work includes review of construction documents and construction materials. Our tasks also include supervision of all construction works in the site.

Q: Apart from your area of expertise activities, what else do you do in life? (such as hobbies, academics and others).

A: I love to travel. You can always learn when you travel. As an architect it also gives me an opportunity to explore others way of life through buildings and cities. My regret is I haven't travelled enough. How I wish I could follow the footsteps of the great traveller Ibn Battuta and visit Marrakech, Timbuktu, Andalusia and Budapest.



Administration and academic building at Kagera Campus

From the Deputy Co-ordinator's Desk



Dr. Liberato Haule

UDSM HEET Deputy Coordinator

The University of Dar es Salaam (UDSM) is implementing a five-year (2021-2026) Higher Education for Economic Transformation (HEET) project under the World Bank funding. The HEET Project Development Objective (PDO) is to strengthen the learning environment and labor market alignment of priority programs at beneficiary higher education institutions and improve management of the higher education system.

There are five priority disciplines representing the HEET project at UDSM. These include Engineering and Technology; Agriculture and Agribusiness; Information and Communication Technologies; Urban Environment Engineering and Technology; and Economics.

The project is implemented through several focus areas such as infrastructure development, upgrading curricula, promoting applied research and innovation, strengthening the linkage between the University and the industry strengthening the use of digital technology in education delivery and capacity building to staff and University leaders.

The project activities involve establishment of new campuses in Lindi and Kagera regions for the fields of Agriculture and Business, respectively. Other activities will be implemented in Dar es Salaam and Zanzibar as indicated in other news in this Newsletter.

While the project has been designed to represent the above priority disciplines, the investment is for the benefit of the entire University. For instance, upgrading of curricula, promoting linkage with industry, and strengthening the use of digital technology have been considered the requirements for the entire University.

In view of this context, therefore, the University leaders (Principals, Deans, Directors, and Heads of Departments) need to be aware of and support fully the implementation of this strategic investment of the USD 47.5 Million project so that the University realizes the intended project outputs.

These University leaders are very important to the delivery of the HEET project. They need to understand well the HEET project so that they align the strategic goals under their portfolio with the HEET project objectives of strengthening the learning environment and labour market alignment of priority programs. For the University to realize the impact of the HEET project, its implementation must be integrated with the strategic priorities implemented under various academic and non-academic units.

Support of the principals, deans, directors and heads of departments towards the implementation of the HEET project is equally important. The experts forming the Project Implementing Unit (PIU) are from these leaders' units, thus they must create a conducive environment by considering their time in the HEET project when assigning them duties. The PIU appreciates the support it receives from the academic units, by providing experts to participate in various assignments such as development of guidelines and conducting evaluations of various reports and documents.

Principals, Deans, Directors, and Heads of Departments are expected to share their insights about risks that may arise during the project implementation and possible mitigation measures for the successful implementation of the project and improving the outcome of the project. The ownership and accountability of the HEET project depend much on the involvement of these leaders. Therefore, their involvement in the implementation of the HEET project is highly required.

Editorial

The UDSM HEET Project Milestones

Since the University of Dar es Salaam (UDSM) began implementing the USD 47.5 Million World Bank's Higher Education for Economic Transformation (HEET) project, which is centered on transforming its learning and teaching environment, it is now evident that various milestones have so far been achieved.

These milestones cover a wide range of areas including infrastructure development, staff capacity building, the University Information and Communication Technology (ICT) infrastructure and services, gender issues, curriculum review as well as partnership with the industry (private and public sector).

One of these notable milestones is the fact that in March 2023 the University of Dar es Salaam (UDSM) launched a Project Institutional Steering Committee (PISC) to provide overall support for the implementation of the World Bank's Higher Education for Economic Transformation (HEET) project at UDSM. The Committee was launched by the University Vice Chancellor, Prof. William A. L. Anangisy, comprising key experts with vast experience in project monitoring and evaluation.

In addition, UDSM launched the Industrial Advisory Committees (IACs) that aim to strengthen the link between the University and the industry through various engagements including ensuring that UDSM graduates are labor market relevant. These committees are a very significant component in the implementation of the HEET project and especially in its objective of undertaking major transformation in the higher education sector in the country.

Furthermore, UDSM is in the advanced stage of the design process of the 22 new buildings that will be constructed, through the HEET project, for various education purposes. The buildings will be situated at the UDSM's different campuses. This design process was conceitedly undertaken by a team of UDSM experts mainly from the UDSM College of Engineering and Technology. In March, 2023, UDSM also conducted two successful workshops intended to build capacity to its academic staff on Modern and Innovative Educational Skills; and Masters and PhD students' supervision skills.

Generally, these milestones do not only depict the active implementation of the HEET project at UDSM, but they also manifest the University's commitment to achieve the requirements and timelines set to complete the project goals. We commend the University management, Project Implementing Unit, and the University community for their efforts towards effective project implementation. It is our hope that this hardworking spirit will always continue guiding this process for a more transformed UDSM.



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Gallery



UDSM HEET Team stakeholders' engagement sessions



Kikwete: UDSM is very determined to open campus in Lindi region

By Special Correspondent, UDSM

The Chancellor of the University of Dar es Salaam and former President of the United Republic of Tanzania, Dr. Jakaya Kikwete has expressed how UDSM is well-prepared to open the campus in Ruangwa District and Lindi Municipal 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 on 10th January, 2023 when he visited the Ngongo and Kitandi areas in Lindi Municipal 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 is implemented timely”, said Dr. Kikwete.

He emphasized that the 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 A. L. Anangisyse, and other University Management Officials as well as leaders of Lindi Municipal and Ruangwa District.

In the same vein, the UDSM Vice Chancellor, Prof. William A. L. Anangisyse said that 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 programs that are relevant to the needs of time and communities in the area.

Meanwhile, the Ruangwa District Land Official, Mr. Peter Hanjali said that they are working on the matter vigorously and they would soon get the lease for the said land, ready for other processes to proceed as planned.

The University of Dar es Salaam (UDSM) has received USD 47.5 Million from the World Bank’s Higher Education for Economic Transformation (HEET) project for various education advancement activities including the establishment of new campuses in Kagera and Lindi regions.

Other activities in this project include the construction of infrastructure, that is new buildings and state of the art ICT infrastructure and equipment, upgrading of learning resources and equipment at the Mwalimu Julius K. Nyerere Mlimani Campus and its Institute of Marine Sciences, in Zanzibar aiming at increasing enrollment capacity of female students in particular, in degree programs in the fields of Engineering, Science, and Technology.



Administration building at Lindi (CoAF Campus)

Stakeholders offer unwavering support to the HEET project in Kunduchi and Zanzibar

By Special Correspondent, UDSM



Farmers and residents staying around the Institute of Marine Sciences (IMS), Zanzibar and the School of Aquatic Science and Technology, Kunduchi respectively have actively participated in stakeholders' engagement sessions indicating their support to the implementation of Higher Education for Economic Transformation (HEET) project activities.

Speaking to this Newsletter recently, the UDSM Deputy Vice Chancellor (Planning, Finance and Administration) and HEET project coordinator, Prof. Bernadeta Killian said that readiness and active participation of the said stakeholders in Zanzibar and Kunduchi in the stakeholders' engagement process demonstrated their strong support to the ongoing activities of the project.

"In both areas, the University had engagements with the relevant stakeholders held in several phases. In all these phases, farmers and residents at both IMS and SoAF showed up for the discussions, and awareness creation sessions, and were very positive about the project", said Prof. Killian.

In the same vein, the UDSM-HEET project Social Development Expert, Dr. Jacqueline Mgumia said that stakeholders appreciated the process and commended the participatory and inclusive way it was conducted which resulted in more understanding of the benefits of the project to both UDSM and the community.

"This process has been indeed undertaken uniquely as the University allocated sufficient time and resources to engage us and make us understand how the project would be implemented, and its benefits to the institution and us [community] as well", said one of the farmers in Buyu, Zanzibar.

Dr. Mgumia said that people's centered development required readiness and activeness of beneficiaries to willingly support the project, and project implementers were required to be receptive and sensitive to people needs by using inclusive and participatory approaches.

In Kunduchi, residents also were thankful that the University took important initiatives to create awareness

on the rights and responsibilities of both parts, that is, the University and the said residents.

"The process considered various important dimensions including mutual agreement on various aspects. The fact that the University offered us an avenue to air our concerns and suggestions was also exceptional and commendable approach", said one of the representatives of residents in Kunduchi.

Dr. Mgumia said that the stakeholders' engagement process in both places was conducted by a team of three UDSM-HEET experts in collaboration with the management of IMS and SoAF, through various mechanisms including the Stakeholders Engagement Plan (SEP).

The team of experts in this process included the Social Development expert, Dr. Jacqueline Mgumia, the Environmental Development expert Dr. Edmund Mabhuye and Communication and Public Relations expert Dr. Dotto Paul Kuhenga.

As for the mechanism used, the UDSM-HEET Environmental Development expert Dr. Edmund Mabhuye said the Engagement Plan (SEP) ensured participation and inclusivity of stakeholders at various phases of project implementation, and it started with informing and collecting views of the stakeholders as well as publishing progress of the project to the public.

He further noted that other aspects that were considered as key in this regard included social inclusivity and monitoring. On inclusivity, UDSM embraced an approach that promotes, advances and protects rights for women, people living with disabilities and other marginalized groups, by observing gender balance and human right principles.

"On monitoring, we are using a framework that guides the university to conduct routine checks so as to make sure social complaints and grievances are noted and resolved promptly, in respect with the World Bank and countries procedures and laws", said Dr. Mabhuye.

UDSM launches Industrial Advisory Committees, applauded for HEET Implementation

By Special Correspondent, UDSM



As the University of Dar es Salaam (UDSM) launched the Industrial Advisory Committees (IACs) under the World Bank's Higher Education for Economic Transformation (HEET) initiative, the government has hailed it for implementing the project speedy and exemplarily.

The committees were launched by the Minister for Education, Science and Technology Prof. Adolf Mkenda, who was represented by the Director of the Department of Higher Education of the Ministry, Dr. Ken Hosea. The IACs aim to strengthen the link between the UDSM and the industry through various engagements including ensuring that the University graduates are labor market relevant.

Dr. Hosea said that the committees were a very significant component in the implementation of the HEET project and especially in its objective of undertaking major transformation in the higher education sector in the country.

“As we launch these committees, let me also be very honest with you Vice Chancellor, Prof. William A. L. Anangisyse: we commend the University of Dar es Salaam for the exemplary work you are doing in the HEET project implementation. In this project, UDSM has been used as a model in many aspects including preparation of terms of references for procurement processes, guidelines and many other aspects”, said Dr. Hosea.

Dr. Hosea, who is also the HEET Project National Coordinator at the Ministry, further emphasized that, through the project a total One Trillion Tanzania Shillings has been allocated to different higher learning institutions in Tanzania including UDSM, aiming at transforming higher education in Tanzania.



Meanwhile, the Vice Chancellor of the University of Dar es Salaam, Prof. William A. L. Anangisyse said the launching of the Industrial Advisory Committees marked an important milestone in the implementation of the HEET Project and was one of its important components in its core design.

Prof. Anangisyse said the committees would bring together stakeholders and colleagues from the industry whose feedback was very crucial as UDSM embarked on curriculum review and the Tracer Studies that was underway. Through the reviewed curriculum the University hoped to strengthen its mode of delivery by formalising industrial linkages.

“Through this arrangement, we hope to engage experts in the field to interact and teach our students in more formalised ways. In the same way our members of the academic staff will get an opportunity to contribute to specific areas identified by our colleagues in the industry. In this arrangement, our students will benefit immensely from interaction with people with years of experience in practicing many of the things that are taught in theory”, added Prof. Anangisyse.



UDSM launches HEET Steering Committee to support the project implementation

By Special Correspondent, UDSM



The University of Dar es Salaam (UDSM) has launched an Institutional Steering Committee to provide overall support for the implementation of the World Bank's Higher Education for Economic Transformation (HEET) project on campus.

The Committee, which was launched by the University Vice Chancellor Prof. William A. L. Anangisye, is expected to be alert all the time to ensure that project objectives are achieved as per the implementation schedule.

Prof. Anangisye said that the composition, duties and responsibility of the Institutional Project Steering Committee was provided under Article 6 (2) of the Grant Agreement; and its key responsibility was to play an oversight role during the project execution period.

"The committee will be responsible with assessing and approving quarterly project and monitoring and evaluation (M&E) reports for onward transmission to internal institutional organs before submission to the Ministry, using the prescribed project reporting tool. It will also be assessing and approving detailed and timeline-bound annual work plans," said Prof. Anangisye.

According to the Vice Chancellor, this committee would be responsible for reviewing and approving expenditure

reports and additional fund applications. Its members include two former UDSM Deputy Vice Chancellors-Administration namely Prof. Yunus Mgaya, and Prof. David Mfinanga; the Chief Executive Officer of the Contractors Registration Board, Dr. Samson Matiku, and the Universal Communications Service Access Fund (UCSAF) (UCSCAF) Director of Operations, Eng. Albert Richard.

In its operation, the committee would conduct quarterly meetings or as the need could arise; and ensure the Project Implementation Unit (PIU) performs its functions in an effective and efficient manner.

"The committee will also be exercising a supportive and guidance role to the PIU and shall not cause administrative or bureaucratic delays to HEET Project; and playing an oversight role and monitor performance of project activities and in particular the performance of the PIU and make decisions that support the PIU and increase implementation efficiency", he said.

Meanwhile, the Deputy Vice Chancellor-Planning, Finance and Administration, and the UDSM HEET Coordinator, Prof. Bernadeta Killian said the Government of Tanzania had a keen interest in the project, and UDSM must make sure that relevant laws, rules and regulations guiding public expenditure are strictly adhered for the success of the project.

UDSM conducts training on PhD and Masters supervision skills

By Ally Mambele, UDSM

The University of Dar es Salaam has conducted a two-day training to its Academic Staff on Masters and PhD students supervision skills from 16th to 17th, March, 2023 at APC Conference Centre, in Dar es Salaam.

During the training, one of the topics and issues covered, included the provision of support to postgraduate candidates. This was delivered by Prof. Yunus Mgaya, the former UDSM Deputy Vice Chancellor responsible for Administration issues.

Prof. Mgaya pointed out that supervisors need to be aware of what resources were available so that students could be directed towards them and that it was important to create a good working relationship between supervisors and students.

In this training, the Director of Postgraduate Studies, Prof. Donatha Tibuhwa also presented a topic about UDSM regulations and framework for research supervision; supervision and monitoring postgraduate students; online supervision skills, and intellectual property rights for UDSM staff research.

Additionally, another trainer, who is also a lecturer at the University of Dar es Salaam, Dr. Paul S. Muneja, highlighted the steps in searching online information and explained how to use search formulation



to obtain relevant result, how to subscribe free e-resources from various publishers/vendors through the Electronic Information for Libraries (EIFL).

Overall, the two-day training, which was attended by more than 45 participants from different UDSM academic units, was also possible through the support from the Higher Education for Economic Transformation (HEET) project.

The training generally focused on helping academic staff to guide postgraduate candidates in various cross-cutting issues such as mentoring, online supervision, rights and responsibilities of students and supervisors, students' awareness on regulation and legal issues and online literature search strategies that could help students during the supervision process.



UDSM identifies key areas for curriculum review

By Special Correspondent, UDSM



The University of Dar es Salaam (UDSM) is considering at least seven priority areas, including embedded learning and climate change, as it embarks on a curriculum review process.

As part of a \$47 Million grant from the government under the Higher Education for Economic Transformation (HEET) project, the UDSM seeks to ensure its curriculum meets current needs, equips students with skills and makes its programmes student-centred.

Prof Bonaventure Rutinwa, the UDSM Deputy Vice Chancellor (Academic), said UDSM is also considering to make gender issues part of the curriculum and ensure that what is taught is accepted internationally so that graduates can seek opportunities even beyond the country's borders.

"We need our programmes to also take on board other cross-cutting issues such as special needs education even as we plan to digitize our teaching. We want to ensure that our graduates are accepted both in and outside the country going forward," he noted.

Prof Rutinwa was addressing the UDSM staff from various departments during a three-day workshop dubbed 'Training Academic Staff on Modern and Innovative Educational Skills' in Bunju, Dar es Salaam in March, 2023.

He noted that they have for a long time been concentrating on knowledge-based learning and giving less consideration to other important areas such as practical teaching.

"Through these curriculum improvements, we are now going to ensure that even as we continue to impart knowledge, our graduates must be able to apply it in the labour market.

"Through these curriculum improvements, we are now going to ensure that even as we continue to impart knowledge, our graduates must be able to apply it in the labour market.

"We want field attachments to be throughout the year and not in July only so that each programme can prepare students practically," Prof Rutinwa said.

He noted, for example, that an agriculture student should be able to attend field practise during the tilling, sowing and

harvesting periods, and not only once.

Meanwhile, the UDSM HEET Coordinator and Deputy Vice Chancellor (Planning, Finance and Administration), Prof Bernadeta Killian, said as the oldest university in the country, UDSM was perceived as a role model and should always be at the forefront in coming up with the best curriculum that could attract other institutions to conduct similar reviews.

"This is one in a series of workshops aimed at revolutionising the curriculum as directed by the government. We have decided to evaluate ourselves and transform our curriculum so that we can start producing graduates with all the necessary abilities from the 2024/25 academic year," she said.

Prof Killian added that after collecting the views of more than 50,000 alumni, leaders, students, and at least 800 employers as well as education stakeholders across the country, they have established that there are areas that should be prioritised in the quest to make the necessary changes.

Commenting on the curriculum review process the University of Dar es Salaam has embarked on, the expert from World Bank, Prof. Jayros Matovelo said it was very imperative for the University to consider views from stakeholders in that regard so as to take on board the market demands and needs.

In the same vein, the HEET project coordinator in curriculum review at the Ministry of Education, Science and Technology (also the UDSM Principal of the College of Information and Communication Technologies-CoICT), Prof Joel Mtebe, said through the project, UDSM, as is the case with other universities, aims to build new campuses, strengthen IT systems and improve the curriculum in general.

Meanwhile, the UDSM HEET Curriculum Development Specialist Prof. Masoud Muruke said the process of curriculum review at the UDSM was at an advanced stage as the University had already carried out tracer study of all its programmes using both online system (E-Dodoso) and face-to-face data collection using *CSPRO* platform, reaching out over 8,000 of its graduates and 3,000 employers.

"Their views are being analyzed and will form an important input into the curriculum review process", he said.



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