



UNIVERSITY OF DAR ES SALAAM

**Five-Year Rolling Strategic Plan
2020/2021–2024/2025**



November 2019

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ABBREVIATIONS AND ACRONYMS

AI	Artificial intelligence
ARIS	Academic Record Information System
AU	African Union
CAADP	Comprehensive Africa Agricultural Development Programme
CAG	Controller & Auditor General
CCE	Centre for Continuing Education
CCTV	Close Circuit TeleVision
CHEA	Common Higher Education Area
CIMS	Customer Information Management System
CNG	Compressed Natural Gas
CoAF	College of Agriculture and Fisheries
CoET	College of Engineering and Technology
CoHU	College of Humanities
CoICT	College of Information and Communication Technology
CoNAS	College of Natural and Applied Sciences
CoSS	College of Social Sciences
COSTECH	Tanzania Commission for Science and Technology
CSP	Corporate Strategic Plan
CSR	Corporate Social Responsibility
DARUSO	Dar es Salaam University Students' Organisation
DITF	Dar es Salaam International Trade Fair
DoSO	Dean of Students' Office
DPGS	Directorate of Postgraduate Studies
DUCE	Dar es Salaam University College of Education
DUP	Dar es Salaam University Press
EAC	East African Community
EASTECO	East African Science and Technology Commission
ES	Environmental Scanning
FYRSP	Five-Year Rolling Strategic Plan
GBV	Gender Based Violence
HIV/AIDS	Human Immuno Virus/Acquired Immune Deficiency Syndrome
HRM	Human Resource Management
ICT	Information and Communication Technology
IDS	Institute of Development Studies
IKS	Institute of Kiswahili Studies
IMS	Institute of Marine Sciences
IoT	Internet of Things
IPR	Intellectual Proper Right
IRA	Institute of Resource Assessment
IS	Information Systems
ITP	Institutional Transformation Programme
IUCEA	Inter University Council of East Africa
LMS	Learning Management System
MBO	Management by Objectives
MCHAS	Mbeya College of Health and Allied Sciences
MCU	Marketing Coordination Unit
MOEST	Ministry of Education, Science and Technology
MoUs	Memorandum of Understandings
MRI	Mineral Resources Institute

MUCE	Mkwawa University College of Education
NEPAD	New Partnership for Africa's Development
OPPs	Operational Policies and Procedures
OPRAS	Open Performance Review and Appraisal System
PEDP	Primary Education Development Programmes
PEST	Political, Economic, Social and Technological
PG	Postgraduate
PIDA	Programme for Infrastructural Development in Africa
PMU	Programme Management Unit
PWD	People with Disabilities
QA	Quality Assurance
QAB	Quality Assurance Bureau
RIMS	Research Information Management System
SA	Stakeholders' Analysis
SADC	Southern Africa Development Community
SDGs	Sustainable Development Goals 2030
SEDP	Secondary Education Development Programme
SJMC	School of Journalism and Mass Communication
SL	Senior Lecturer
SoED	School of Education
SoHS	School of Health Studies
SOs	Strategic Objectives
SP	Strategic Plan
SWOCs	Strengths, Weaknesses, Opportunities and Challenges
TCU	Tanzania Commission for Universities
TPDC	Tanzania Petroleum Development Corporation
TUQAF	Tanzania Universities Quality Assurance Forum
TV	Television
UCB	University Consultancy Bureau
UDBS	University of Dar es Salaam Business School
UDEC	University of Dar es Salaam Entrepreneurship Centre
UDSM	University of Dar es Salaam
UDSoL	University of Dar es Salaam School of Law
UG	Undergraduate
UHC	University Health Centre
UMC	University Marketing Committee
UoA	University of Aberdeen
USAB	University Students Accommodation Bureau
VR	Virtual Reality

STATEMENT BY THE VICE-CHANCELLOR

On behalf of the University of Dar es Salaam (UDSM) management, I wish to take this opportunity to introduce to you the UDSM Five-Year Strategic Plan (FYSP) for the period 2020/2021 – 2024/2025. Since 1993, the UDSM has been implementing an Institutional Transformation Programme (ITP) under the guidance of Corporate Strategic Plans (CSPs), the first having been formulated in 1994 and subsequently reviewed in 2004 and 2014, for implementation between 2014 and 2023. The operationalisation of the CSP 2014–2023 is through five-year strategic plans formulated by the University, Colleges, Schools, Institutes and Major Departments.

The UDSM-level FYSP for 2020/2021 – 2024/2025 continues with the consolidation of the achievements made through the ITP by reinforcing the capacity and enhancing the University's environment in terms of its legal and institutional framework, facilities, teaching and learning, research, knowledge exchange, human resource management (HRM) and quality assurance and control.

The FYRSP is guided by the UDSM vision, which is to be “A Leading Centre of Intellectual Wealth spearheading the quest for sustainable and inclusive development.”

The University, through the implementation of the FYSP, will maintain close and effective working relationships with its various stakeholders, namely the Government, Parliamentarians, Development Partners, the private sector, staff and students and the public. The plan is the collective vision of UDSM's stakeholders, and is based on extensive consultations and feedback.

I wish to express my gratitude to the Government of the United Republic of Tanzania, our Development Partners, the private sector, all friends of the University and well-wishers for supporting the UDSM's Institutional Transformation Programme. It is my sincere hope that this support will continue so that the UDSM continues realising remarkable achievements through the implementation of the FYRSP.

Prof. William A. L. Anangisye
VICE-CHANCELLOR
University of Dar es Salaam

Dar es Salaam
2019

EXECUTIVE SUMMARY

The UDSM Strategic Plan covers a five-year period from 2020/21 to 2024/25. In formulating this Strategic Plan, major national documents were consulted. These documents included the National Development Vision 2025, the National Five-Year Development Plan II (2016/17 – 2020/21), Long-Term Perspective Plan (2011/12-2025/26) and the CCM Election Manifesto (2015-2020). It is also guided by the UDSM Vision 2061 and UDSM Corporate Strategic Plan 2014 – 2023.

The Plan comprises the following four chapters:

1. Introduction
2. Context, Performance and Strategic Issues
3. The Plan
4. Monitoring and Evaluation

The *Introduction* is presented in Chapter One, which covers the background to the Plan, purpose of the Plan, methodology used to develop it, and the layout of the Plan.

The *Context, Performance and Strategic Issues* are presented in Chapter Two. The analysis is fairly detailed and broad-based. Specifically, it covers the historical background and mandates, major roles and functions, performance review; internal and external context scan, stakeholders' analysis; and, Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis. The situational analysis eventually leads to the identification of critical issues that form the basis for developing the Plan's interventions. Priority issues identified in the situational analysis include the following:

- (i) HIV/AIDS and non-communicable diseases and implementation of the National Anti-Corruption and Good Governance Strategy as required by the Government.
- (ii) Consolidation of undergraduate training and leadership in postgraduate training.
- (iii) Strengthening and expanding research, innovation, and knowledge exchange.
- (iv) Strengthening and expanding institutional capacity and operational performance.

The core of the *Plan* is outlined in Chapter Three and constitutes the *Vision, Mission, Core Values, Strategic Objectives and Targets*.

Vision:

The Strategic Plan will guide the University towards realising the following vision:

To be a leading Centre of Intellectual Wealth for spearheading the quest for sustainable and inclusive industrial development of Tanzania.

The Vision statement highlights the University's aspirations during the Plan implementation period and beyond.

Mission:

The implementation of the plan will be guided by the University's mission which is:

To advance the economic, social, and technological development of Tanzania and beyond through excellent teaching and learning, research and knowledge exchange.

The mission statement asserts the focus and direction of the University's core purpose and the goal of its core academic functions of teaching, research and public service.

Core Values:

In pursuit of its mission, the UDSM is guided by the following seven core values that define its desired organisational culture:

1. Academic excellence
2. Academic integrity
3. Academic freedom
4. Internationalisation
5. Social responsibility
6. Commitment to development
7. Holistic student development
8. Equity and social justice

In line with its vision and mission, the UDSM aims to pursue **five Strategic Objectives** during the plan's period for 2019/20 – 2024/25 as follows:

- (i) Incidence and impacts of HIV/AIDS and non-communicable diseases reduced.
- (ii) The National Anti-Corruption Strategy and Action Plan effectively implemented.
- (iii) Undergraduate and postgraduate studies enhanced.
- (iv) Research, innovation, and knowledge exchange enhanced.
- (v) Institutional capacity and operational efficiency strengthened.

The strategies and targets towards achieving these Objectives are detailed in the main body of the Strategic Plan (See Chapter 3).

The Monitoring and Evaluation framework of *the Plan* is presented in Chapter Four. It seeks to facilitate tracking of the implementation of the Plan, to identify implementation challenges and milestones, and hence facilitate timely remedial measures during implementation. It also facilitates the evaluation of the Plan to ascertain the extent to which the set objectives are being realised in addition to addressing other pertinent issues, which may be involved in the evaluation of the strategic plan.

1 INTRODUCTION

1.1 *Preamble*

The University of Dar es Salaam (UDSM) Five-Year Strategic Plan (FYSP) articulates the results which the University targets to achieve in the medium-term of five (5) years from 2020/21 to 2024/25. The aim is to contribute substantially to the socio-economic development of Tanzania and the world.

The FYSP provides an overarching framework within which the University's operational and other short-term plans will be derived and implemented during the 2020/21 to 2024/25.

The FYSP is a living document and, therefore, subject to period adjustments in response to any major future strategic developments in the internal and external contexts of the University.

1.2 *Purpose of the Plan*

The FYSP is a blueprint that provides a strategic direction for the University during the period 2020/21 to 2024/25 in line with the aspiration of the National Five-Year Development Plan II (2016/17 – 2020/21) of transforming Tanzania into a middle level inclusive industrial economy. As such, it outlines the requisite strategic objectives, strategies, and key interventions (targets). Moreover, it provides a 'roadmap' for all UDSM operations aimed to achieve the intended goals and objectives. Likewise, it provides a framework for operational planning, implementation and performance review of core and supporting activities, the basis for effective resource allocation and targeting as well as rationale for engagement and co-operation with key stakeholders in contributing to key national, regional, and international agendas.

1.3 *Planning Methodology*

The development of the plan relied on a participatory process. Through this participatory process the University explored the aspirations of the management and staff using a survey and various consultative forums. The process was complemented by a critical review of key literature. Consequently, a draft of the plan

was compiled and presented for review by the stakeholders. A second version was then produced for adoption by the Planning - Finance and Investment Committee (PFIC) and a third one for approval by the University Council.

In developing the Plan, the University adopted an integrated approach that leveraged the relevant features of several modern planning frameworks and tools, particularly Management by Objectives (MBO), Environmental Scanning (ES), Political, Economic, Social and Technological (PEST) analysis, Stakeholders' Analysis (SA) and Strengths, Weaknesses, Opportunities and Challenges (SWOCs) Analysis. The process was also informed by lessons from the implementation of the preceding rolling strategic plan.

The FYSP is designed to contribute to the relevant objectives of key national, regional and international development frameworks. These include the Tanzania Development Vision 2025, the Long-Term Perspective Plan (2011/2012 - 2025/2026), the Second Five-Year National Development Plan II (2016/17 - 2020/21), and the Ruling Party Election Manifesto (2015-2020). Other frameworks are the Sustainable Development Goals 2030 (SDGs), African Union (AU) Agenda 2063, East African Community (EAC) Protocols and Development Strategy, SADC Regional Indicative Strategic Development Plan (2005 – 2020), National Education and Training Policy (2014), National Research and Development Policy and Ministry of Education, Science and Technology Strategic Plan.

1.4 Plan Layout

This Plan has four sections. The first section provides an introduction covering the purpose of the plan, the planning methodology and the plan's layout. The second section analyses the internal and external situation of the University, culminating in the main strategic issues that the FYSP will address. The third section presents the core of the plan which is the UDSM's strategy, comprising the vision, mission, core values, strategic objectives, results, key performance indicators, and key targets/interventions to be pursued during the 2020/21- 2024/25 period. The fourth section provides the monitoring and evaluation framework for the FYSP regarding how the assessment and reporting of implementation progress and results will be done.

2 CONTEXT, PERFORMANCE AND STRATEGIC ISSUES



Magufuli Hostel with Capacity to Accommodate 3,840 Students

This chapter analyses the internal and external operating environment of the UDSM. The analysis covers historical background; mandates of the University; roles and functions; governance; relevant national policy and strategic context; strategic performance review; stakeholders' expectations; key Strengths, Weaknesses, Opportunities and Challenges (SWOCs) and main strategic issues being addressed in this Strategic Plan for 2020/21 – 2024/25.

2.1 Historical Background

The UDSM is the oldest university in the country. It began as an affiliate college of the University of London in October 1961. At the time, it only had the Faculty of Law (currently the University of Dar es Salaam School of Law), which started with only fourteen students and three faculty members. In 1963, the College became a constituent college of the University of East Africa, a transformation that went hand-in-hand with the expansion of the its scope, that is, the number of academic programmes grew from a single degree programme (Bachelor of Laws that was established in 1961) to five-degree programmes by 1969. In 1970, the University of East Africa was dissolved, and thus the University of Dar es Salaam in Tanzania, the University of Nairobi in Kenya and Makerere University in Uganda were constituted as independent universities in their respective countries.

Gradually, the UDSM grew, especially in terms of the scope of its academic programmes and disciplines. By 1996, the UDSM had grown into an all-round

university, offering all the major traditional university disciplines, including the Humanities, Social Sciences, Physical and Biological Sciences, Medicine, Agriculture, Commerce and Management, Engineering, Lands and Architectural Studies, and Journalism. This comprehensive “package’ was purposely designed and helped the young nation to address effectively all the major development challenges it was facing, a triad of IGNORANCE, POVERTY and DISEASE.

However, at different times, three important academic units (the Faculty of Agriculture, Forestry and Veterinary Medicine, the College of Health Sciences and the College of Lands & Architectural Studies) morphed into independent universities, that is, Sokoine University of Agriculture (1984), Muhimbili University of Health and Allied Sciences (2007) and Ardhi University (2007). The UDSM has once again established its Mbeya College of Health and Allied Sciences (MCHAS) and College of Agricultural Science and Fisheries Technology to plug the gap in its drive to remain a comprehensive unity.

At present, the UDSM has a greater number of PhD holders and professors than any other university in the region. This enables it to offer quality training, undertake basic and applied research and serve the public effectively. In 2017/18, the University registered **28,046** students to pursue undergraduate studies in various degree programmes. Likewise, the Directorate of Postgraduate studies registered **2,860** students to pursue postgraduate studies: Postgraduate Diploma (**66**), Master’s (**2,380**) and PhD (**414**) degrees.

2.2 Governance

The UDSM derives its mandate from the Universities Act No. 7 of 2005. It is governed by the University Charter (2007), through the University Council and the Senate. The charter provides for the establishment and functions of the University, administration, appointment of officials, powers and rules governing the University’s administrative bodies and members of staff.

The Council is the University’s highest governing body responsible for ensuring that the University operates smoothly. It approves the University’s key policies and plans pertinent to its three core functions of teaching, research and public service. In that connection, the Council makes sure that the University maintains high standards in the three core areas of teaching and learning, research and public service. To ensure

that the UDSM does this, the Council reviews its performance from time to time. It also appoints persons to various leadership positions in the University. The University Council is composed of the Chairperson who is the appointee of the President and 15-20 members, 75 percent of whom are drawn from outside the University.

The Senate is the principal decision-making organ in all academic matters of the University. The Senate is responsive to the Council for the academic work of the University in teaching, research, consultancy and knowledge transfer. The Senate is also responsible for the regulation and superintendence of the education of the University students. The Vice Chancellor chairs the Senate. Other members of the Senate are Principals of the Constituent Colleges, Principals, Deans and Directors of the teaching units.

The Chancellor is the Head of the University and the Vice Chancellor is the Chief Executive Academic and Administrative Officer. Three deputy Vice Chancellors assist the latter: The Deputy Vice Chancellor (Academic), the Deputy Vice Chancellor (Administration) and the Deputy Vice Chancellor (Research).

The academic structure of the University consists of Colleges, Schools, Institutes, Departments, Centres and Bureaus (**Appendix 1**) whereas the administrative structure comprises Directorates, all charged with a variety of operational, administrative, and co-ordinating functions.

As the operating environment continues to change, the University, from time to time, reviews its organisational structure, wholly or partially, to ensure a framework that effectively promotes institutional autonomy, flexibility, and responsiveness. The objective is to promote co-ordinated decentralisation of decision-making to enhance ethics, creative initiative, efficiency, and effectiveness throughout the system, and to place more responsibility/accountability on academic units and secure the application of good governance principles while optimising the productivity and effectiveness of human resources for achieving the core mission and support activities.

2.3 Current UDSM Mission and Vision

The UDSM formulated a 50-year forward-looking vision when it celebrated its 50th Anniversary in 2011. During the celebrations, the University community, the alumni,

and stakeholders deliberated on the future of the University. The deliberations as well as input from various studies and other forums led to the development of the UDSM Vision 2061 document, which provides the distant future direction encapsulated in the following vision and mission statements:

Vision 2061

To be a leading Centre of Intellectual Wealth - spearheading the quest for sustainable and inclusive development.

Mission 2061

To advance the economic, social, and technological development of Tanzania and beyond through excellent teaching and learning, research and knowledge exchange.

The Vision document clearly states that UDSM will continue to consolidate the gains made over thus far in teaching, research, and knowledge exchange (public service). The emphasis is on intensifying the UDSM's relevance to humanity by providing solutions to the challenges facing the university locally and internationally. The UDSM will intensify its focus on problem-solving as well as on knowledge creation by offering basic science programmes. Postgraduate training will be enhanced in terms of volume and quality to provide the desperately required human resources in various sectors in the country, especially in the newly-established universities. On research, the UDSM will continue to be a leading research institution, producing outstanding research results ranging from high quality publications, innovations to new technologies.

The UDSM Vision 2061 also aims to bring the University into direct contact with people, locally and internationally, by, for example, partnering with the industrial sector in knowledge creation and exchange activities, holding consultative meetings with its stakeholders and being proactive in reaching out to the people through regular voluntary activities that are discipline-specific.

Moreover, the UDSM Vision 2061 is built on three key pillars: *Inspired and Motivated Staff and Students, Visionary Leadership and Sustainable Resource Mobilisation*. These are areas in which the University, working closely with its stakeholders, will invest its resources so that it can more effectively perform its core functions.

The implementation of the UDSM Vision 2061 is through in ten-year corporate strategic plans, five-year strategic plans and annual implementation action plans and budgets.

The Current UDSM Corporate Strategic Plan, 2014–2023

The current Corporate Strategic Plan is for the 2014–2023 period. It places greater emphasis on the UDSM's core functions, namely teaching and learning, research, innovation, and knowledge exchange, which have the following priority strategic goals all aligned with the need to operationalise the UDSM Vision 2061:

- Goal 1:** Consolidating Undergraduate Training.
- Goal 2:** Achieving Leadership in Postgraduate Enrolment and Quality.
- Goal 3:** Enhancing the Quality and Competitiveness of Research & Development and Innovation.
- Goal 4:** Improving the Quality and Competitiveness of Knowledge Exchange.
- Goal 5:** Inspiring and Motivating Staff and Students.
- Goal 6:** Developing a Framework for Building Visionary Leadership and Governance.
- Goal 7:** Increasing Sustainable Resources.

By and large, the stakeholders consider the current vision, mission, and strategic goals to be still and quite relevant and, thus, provide the framework for this Strategic Plan for 2020/21 – 2024/25.

2.4 Performance Assessment

Through the outgoing strategic plan for 2014/15 -2018/19 whose application extended to 2019/20, the UDSM made a significant achievement towards set strategic objectives in its quest grow as a comprehensive university. The University has not only grown in terms of infrastructure but also in terms of student matriculation and diversity of programmes. Even programmes that were offered under the former constituent colleges have now been re-introduced, including Medicine, Agriculture, and Architecture. Such unparalleled and unprecedented growth is directly attributable to the powerful vision and mission of the University. An overview of the

achievements follows and highlights the issues/gaps/needs to be addressed by the Strategic Plan 2020/21 – 2024/25.

2.4.1 Undergraduate and Postgraduate Studies

The thrust of the University is to consolidate undergraduate training and strengthen leadership in postgraduate training.

Registration of UG students increased from 21,097 in the 2014/15 academic year to 28,095 in the 2017/2018 academic year, an increase of 33 percent. Registration of PG students increased from 3,441 in the 2014/2015 academic year to 5,535 in the 2017/2018 academic year, a tremendous increase of 61 percent. Overall, UDSM student registration increased from 24,538 in 2014/2015 to 33,630 in 2017/2018 which is equivalent to 37 percent expansion compared to the 10 percent target. More significantly, there is an increase in the proportion of enrolment of female students in science programmes reaching 24.6% for the 2017/18 academic year.

To respond to the market demand and cater for national development requirements with a focus on the industrialization agenda, the University continued to improve the existing programmes through curriculum reviews and designing of new ones. For example, during the 2017/18 academic year, the UDSM Senate approved 4 new undergraduate degree programmes to be offered in its various Schools and Colleges. This initiative added to the existing 111 undergraduate degree programmes, hence a total of 115 programmes, leading to the award of Bachelor's degrees.

During 2017/18, nine (9) new postgraduate programmes were approved. The reviews and additions of these new postgraduate programmes were in line with the UDSM Vision 2061, which envisages for a postgraduate-oriented University with increased numbers of taught Master's and PhD programmes as well as increased numbers of postgraduate students in a bid to address the critical problem of human resource requirements in higher education in Tanzania. During the same academic year, the UDSM offered 77 Taught Master Programmes, 13 Taught PhD Programmes and 16 Postgraduate Diploma Programmes. This represents a 71 percent increase in taught PhD programmes over the previous year when only 12 taught PhD programmes were available. Currently, every academic unit at the UDSM offers Master's and PhD programmes by thesis.

Further developments and achievements include the establishment of distance-learning courses in the demand-driven programmes, the establishment of a medical college – the University of Dar es Salaam - College of Health and Allied Sciences (UDSM-MCHAS) which has been based at the Mbeya Zonal Referral Hospital premises since November, 2017. Plans towards establishing a School of Land Studies are underway with three (3) lands-related bachelor degree programmes, namely Bachelor of Architecture, BSc. in Geomatics and BSc. in Quantity Surveying, established and hosted at the College of Engineering and Technology (CoET).

Aspects requiring future attention to consolidate undergraduate studies further and strengthen postgraduate studies include undertaking major improvements/transformation in the following key areas:

- UG and PG structure, policy, and plans
- UG and PG programme quality, relevance, and responsiveness
- Academic programmes delivery mechanisms and incentives

2.4.2 Research, Innovation and Knowledge Exchange

The UDSM is increasingly raising its profile based on its research and innovation priority – thanks to the strengthened research, innovation, and knowledge exchange arms of the University. Consequently, the number of research projects and publications has increased tremendously although most of these research projects (more than 90%) continue to rely on donor funding. Nevertheless, funding from local sources – e.g. the Tanzania Commission for Science and Technology (COSTECH) and a few local and foreign companies operating in Tanzania (e.g. STATOIL and BG Group) and government agencies (e.g. TPDC) has significantly increased. **Table 2.1 & Figure 2.1** give an overview of the research and publications situation for 2017/18, indicating a total of 199 research projects and 386 journal papers, which is significant.

The UDSM-SIDA Co-operation Programme 2015-2020 funded by SIDA is the largest research project – supporting infrastructural development, enhancement of analytical capacities as well as institutional research management. Another major project is the European Union-funded project in capacity-building aimed to respond to the sustainable development of the Oil and Gas Sector in Tanzania - 3-year (2015-

2018) implemented by the UDSM in collaboration with the University of Aberdeen (UoA), UK.

In addition, the UDSM recently approved a research agenda for 2018/19 – 2028/29 guide and facilitate multidisciplinary research teams, human capital development and infrastructure to support innovative research and development for a dynamic and responsive industrial economy for Tanzania. Complementary policy instruments—the Research Policy and Operational Procedures, reviewed in 2015; the IPR Policy; and Innovation and Entrepreneurship Policy to guide harmonised commercialisation of research results and collaboration with the public and private sectors.

Since 2018/2019 UDSM has been allocating funds from its internal sources to support its researchers under Competitive Research Grants. However, research outputs have remained relatively negligible in the form of publications with very little output visible in commercial form, which results in insignificant contribution to the university income.

Table 2.1: Research projects and publications in 2017/18

S/N	Academic Unit	Research Projects	Active Journals	Journal Papers	Conference Papers	Books	Books Chapter	Newspaper Article
1	CoAF	9	0	14	1	0	0	0
2	CoET	12	1	60	24	4	2	0
3	CoHU	19	5	15	21			
4	CoICT	8	0	16	17	0	1	0
5	CoNAS	40	1	64	29	10		
6	CoSS	23	5	29	8	1	4	0
7	UDBS	5	1	5	7		5	
8	UDSoL	5	2	2	3			
9	SoED	7	2	20	4			
10	SoHS	1	0	0	0	0	0	0
11	SJMC	0	0	4	7	0	0	0
12	IDS	8	3	10	6	1		
13	IKS	1	3	8	5			
14	IMS	11		17	6	6		
15	IRA	13		13	2			
18	Library	1		3				
	Total	163	23	280	140	22	12	0

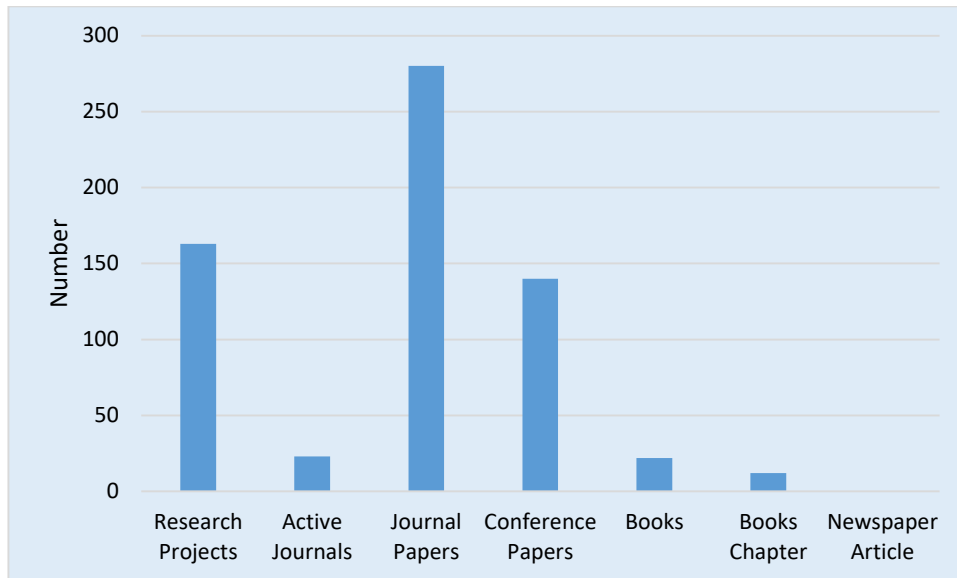


Figure 2.1: Research projects and publications in 2017/18

Another notable development is the institutionalisation of the UDSM Research week which started in 2015, which allows researchers to exhibit and showcase their projects and products.

These notable achievements notwithstanding, the University still faces challenges in funding and research management. In fact, research funding remains highly foreign partner-dependent with declining government investment in research over the years, while tapping into local donor sources and private sector has remained largely limited. Moreover, proactive engagement with and exploitation of funding opportunities remains inadequate. Furthermore, research outputs are far from being consonant with the existing human capital. On the positive note, the University enjoys a pool of more than 1,151 academic members of staff, who are well-trained, with more than 46 percent being PhD holders and many others with a Master’s degree and working towards attaining a doctoral qualification.

Additionally, the UDSM has prioritised the enhancement of knowledge exchange activities, including the dissemination of research findings to inform policy-makers and practitioners, and commercialisation of innovations, technologies and prototypes developed by researchers. Other modalities include the provision of

consultancy services and solutions to real-life situations and challenges facing the public, private and civil society sectors.

A good indicative activity is the participation of the University in the Dar es Salaam International Trade Fair (DITF) exhibitions where it has won in the best practices under several categories and has continued to shine. The establishment of the auspicious University Research Week which began in 2015 allows all units to participate and showcase various achievements in the field of applied research. This event has been another milestone in boosting research for national development. In addition, the University through Government assistance has managed to solve the challenge of student's accommodation, to a large extent, following the construction of Magufuli Hostels on campus.

Additional achievements include training staff on consultancy issues and increased offering of consultancy services and continuing education programmes.

In the foreseeable medium-term future, the UDSM will continue to strengthen its research and innovation capacity and productivity with a focus on transforming the following broad aspects:

- Research and knowledge governance and management
- Research agenda implementation
- Research information management
- Research and consultancy culture and competencies
- Research and public service infrastructure
- Sustainable research funding
- Commercialisation of research results

2.4.3 Strategic Partnership, Internationalisation and Visibility

The UDSM has continued to nurture the existing collaborative initiatives and partnerships in addition to establishing new ones by signing new Agreements and Memorandum of Understandings (MoUs). Moreover, UDSM units continue to collaborate with other units within the University, other universities in the region and the world. For example, 57 new collaborations were established in 2017/18. Likewise, in 2017/18, eighteen Staff Exchange Programmes were signed. There is, however, a need for framework for following-up, monitoring and evaluating collaborations to ensure that they are effective and have meaningful impacts on the

University. It is also important for the industry, particularly the private sector to be represented in the relevant organs of the University to enhance the relevance of curricular, research and public services and promote the University-industry partnerships.

Furthermore, internationalisation activities are co-ordinated by the Directorate of Internationalisation, Convocation and Advancement and guided by the Internationalisation Policy of 2015, which expects UDSM Units to search, establish and maintain strategic partnerships with reputable institutions starting with those relating to the East African Community (EAC) and Southern Africa Development Community (SADC) countries, and subsequently the rest of the world. To strengthen the internalisation of the University it is necessary to revisit the organisational structure, placement and capacity of the Directorate; internationalise curricula; establish joint degree programmes with reputable foreign universities; create a more supporting environment for staff and student mobility by developing a policy to promote visits to the University by international scholars in academics; rebrand the UDSM to enhance its international visibility and standing; and educate University managers at all levels as well as staff on what the internationalisation of UDSM entails and what their roles should be.

The UDSM is well known to the public. It is not only the oldest university in the country but also its contributions in terms of graduates as high level manpower and research are enormous. Yet, in the current, more competitive higher education environment, there is still a need to enhance even further its visibility and the brand equity of the University. Pertinent measures include renewing the communication and stakeholder engagement policy, strategy and tools; establishing a University Visual Identity Brand Manual that sets guidelines on the use of University trademarks, symbols, and phrases; enhancing the mix and intensity of promotional mechanisms/activities to include social media, TV programmes, business cards, exhibitions, brochures, Websites, festivals, conferences, newsletters, outdoor signage; development of the UDSM branded souvenirs and a souvenir shop; alumni database re-updating the alumni database; procurement of alumni web-based portal in progress; developing strategy for networks with alumni within and outside the country to project and market UDSM in the society.

Given the growing role of social media, the UDSM needs to have a powerful social media guideline/policy as well as dedicated competent personnel tasked with ensuring its web (especially social media) visibility.

The co-ordination of marketing of the University calls for improvement by having a well-equipped and staffed Marketing Coordination Unit (MCU) at the Directorate of Public Service as well as a University Marketing Committee (UMC) with members drawn from University Colleges, Schools, Institutes and Centres. Moreover, there is need to have a University-wide Corporate Social Responsibility (CSR) Committee to oversee and promote CSR issues.

There is also a need for efforts aimed to enhance the UDSM's branding through having a 'One-company-one-logo' Policy and protecting, by law, all the UDSM branded symbols to avoid infringement.

2.4.4 Institutional Expansion

The UDSM Vision 2061 and Corporate Strategic Plan (2014 – 2023) aim to make the UDSM a comprehensive university, one of the premier universities in Africa and the world. Its major achievements can be seen in terms of its growth as a comprehensive university. A vivid indicator of this growth has been recorded by the establishment of the Mbeya College of Health and Allied Sciences as a campus college of the University of Dar es Salaam (UDSM-MCHAS), approved on the 30 October, 2017 by the University Council. This was followed by the Chancellor approving the UDSM-MCHAS establishment. The final approval was via Government Notice No. 447 of 2017 entitled "the University of Dar es Salaam (Establishment of the University of Dar es Salaam – Mbeya College of Health Sciences) Order, 2017."

In its effort to become a comprehensive national university, further expansions and consolidations are envisaged:

- Establishment of a UDSM mini-training campus and sub-office in Dodoma.
- Improvement of UDSM - MCHAS facilities as well as acquiring more land.
- Establishment of a School of Land Studies.
- Expansion of CoAF by building a facility in Lindi region.
- Expansion of Marine Science research.
- Nurturing of the Mineral Resources Institute (MRI) in Dodoma.

- Expansion of Aquatic and Marine Sciences.
- Merging the Geology and Mining Engineering Departments into an institute.

2.4.5 Leadership, Governance and Management

There are notable achievements towards improving leadership, governance, and management in the University. These include reviewing the UDSM organisational structure and regular reviews of the Units' performance conducted using internal and external organs such as internal auditors and the Controller and Auditor General (CAG). Nevertheless, in the light of the rapidly evolving context and plans of the University further strengthening of the leadership, governance and management framework is called for. This entails having renewed policy and implementation plan for co-ordinated decentralisation of activities; developing new and renewing outdated operational policies and procedures (OPPs); introducing leadership development programme; development of a talent management policy; updating the UDSM Charter and Rules; improving the structure and capacity of the Corporate Secretary's office; improving the cascading of the UDSM strategic plans to plans at lower levels as well as computerising monitoring and evaluation (M&E) plan for UDSM strategic and other plans.

In line with the directive of the Government for public institutions to implement the National Anti-Corruption and Good Governance Strategic Action, the University will mainstream the relevant interventions in its plans.

2.4.6 Human Resources Management

By and large, the UDSM has a reasonably well-developed system to cater for its human resource management. The HRM policy takes care of the planning, recruitment, induction, training and development, performance appraisal, motivation, compensation, health and safety, labour relations, and disciplinary issues. The University enjoys a high calibre workforce, in terms of well-trained staff members, with experience in different disciplines and service management centres, and who display a measure of professional ethics.

During 2017/18, the University as whole had **2,172** members of staff (see **Table 2.2**). These comprise academic staff (**1,160**) and administrative staff (**1,012**) with the ratio

of female to male being higher for the administrative staff (40.4%) than for academic staff (25.7%).

Table 2.2: Human resources at UDSM for the 2017/18 academic year

	Female	Male	Total	% Female
Academic staff				
Professor	8	36	44	18
Associate Professor	14	64	78	18
Senior Lecturer	26	116	142	18
Lecturer	78	189	267	29
Assistant Lecturer	113	331	444	25
Tutorial Assistant	59	126	185	32
Total - Academic staff	298	862	1160	26
Administrative staff	409	603	1012	40
GRAND TOTAL	707	1465	2172	33

The University is continuously improving the conditions of employees, for example, the following are in place: Incentive schemes; retirement benefits; special part-time rates for retired senior academic staff; and administrative staff career development through foreign scholarships and staff retaining their salaries during studies. On the other hand, there is still need to continue enhancing the human resources management situation.

Indeed, there is a need to address the issue of the availability of senior and experienced academic and administrative staff at the University, a situation compounded by many reasons including the 1990s' employment freeze, inevitable retirements, premature deaths and relocation to better employment in government and new universities. In consequence, some academic staff members are over-utilised while others are underutilised, a fact that calls for rationalisation human resource deployment in particular academic staff.

Additionally, there is need to finalise the renewal of the HRM policy; institutionalise a succession plan; further improve the staff retention scheme/policy and strengthen the academic and administrative staff career development plan; and facilitate academic staff to research and publish more to speed up their promotion in addition to enhancing their scholarly standing among academic peers. The capacity of the Directorate for Human Resources also needs attention in terms of adequate staffing

and having renewed performance management system (i.e. redesigning of OPRAS) that really impacts on employee performance.

There are further requirements to have a special UDSM fund for training academic staff to expedite the improvement of the academic profile (% PhD staff exceeds 50%); improve the criteria for recruitment of both academic and administrative staff to bring new attributes the current situation demands; engage the Government for UDSM to have good involvement in ensuring the quality of staff employed; engagement with the Government for the UDSM to have improved staff remunerations and benefit schemes within the set government framework. Moreover, an agreement has to be reached with the Government on how to effect on timely basis staff promotions.

2.4.7 ICT and Information Management

The University regularly improves ICT facilities. The measures include boosting internet bandwidth, the availability of desktop/laptop computers, provision and utilisation of various software, information systems (for example, ARIS, Vote Book, OPRAS, Plagiarism check system, RIMS, CIMS), enhancing online contents, propping research repositories up, and fostering the learning management system (LMS). In 2015, two new powerful servers, four network switches, two sets of server software & database software, a router device and heavy-duty UPS were procured to modernise the IT infrastructure that support the Vote Book Financial Management Information System. In addition, Wi-Fi coverage at the UDSM main campus was extended by procuring and installing 15 wireless access points at various locations. In 2017, the UDDBS, Creative Arts and the new Library offices were linked with the rest of the UDSM network using optic fibre cables.

To further enhance the ICT status in line with the demands of a world-class university, investments are needed in restructuring the co-ordination and staffing of ICT services, including elevating the ICT Unit to a Directorate of ICT Services; expanding interactive teaching and learning facilities (e-platforms); developing a comprehensive UDSM information management system; renewing university-level and unit ICT plans; improving the Internet bandwidth; improving and modernising the UDSM website and its management arrangement; integrating all the UDSM systems – internally and externally with Government systems; and improving the coverage of the campus by wireless technology. Further targeted investment in

upgrading Information Systems (IS) which are current operational include the Vote Book, ARIS, OPRAS Package, and Time-table for effective collection, storage, processing, and delivery of information. Also the UDSM will gradually overhaul the existing ICT network and telephone system to make them even more effective and efficient in response to the changing needs of the users and the times.

2.4.8 Library Services

The UDSM constructed a new library—the University of Dar es Salaam Library, which was funded by the People’s Republic of China (PRC). The complex includes a building housing the Confucius Institute, which teaches the Chinese language and culture to UDSM students and Tanzanians. The library can accommodate 2,100 students at once, including special rooms for postgraduate students and lecturers. It also has the capacity of storing 800,000 books. Furthermore, it has 160 internet-connected computers for online books’ access and perusal.

The University of Dar es Salaam Library is the heart of academic and research endeavour not only for the University academic and research community but also for the public. The library aspires to provide services in line with the changing technologies in discovering and accessing scholarly materials. The library is currently stocked with materials in all subject areas such as law, business, sciences, engineering, social sciences, and humanities.

Users get access to library materials through a well-established structure that puts the materials in accordance with the disciplines including the Arts and Social Sciences, Science and Engineering and Law. Other collections include Reference and Document Delivery for reference materials and the East Africana section for research-based materials. The East Africana collection is used by researchers and postgraduate students. This collection houses unique materials including theses and dissertations, government publications, gazettes, maps and other research-based materials. The library operates in two library buildings, namely, Dr Wilbert K. Chagula Library in the old building and the University of Dar es Salaam library in the new multi-complex building.

The library is strategically positioned to facilitate the process of teaching, learning and research at the University by providing necessary reading and research materials, conducive reading space and trainings to information users on how to discover, access, retrieve and use those materials for research. Therefore, during the five years of this Strategic Plan the library will require both financial and human resources support to facilitate the following:

- (i). Separation of academic and operational activities from the library by establishing a Library and Information Studies School.
- (ii). Increasing purchase of print materials and subscription of e-journal/eBook databases to satisfy its users.
- (iii). Establishing and managing online local journals published at the University of Dar es Salaam.
- (iv). Provision of leadership to guide scholars on reputable and reliable publishing avenues.
- (v). Establishing and organising research commons for postgraduate and researchers.
- (vi). Establishing local content databases repositories.
- (vii). Establishing the University Archives, which will include Mwl. J.K. Nyerere collections (may include multimedia, photos, printed materials)
- (viii). Establishing a one-stop centre for specialised Kiswahili collection.
- (ix). Strengthening Inter-Library loan services.
- (x). Strengthening library computer labs to facilitate information literacy training.
- (xi). Strengthening human resource capacity.
- (xii). Strengthening Information Literacy Training Programmes to benefit the University and its constituent colleges and schools.

2.4.9 Social Services

The establishment of the Directorate of Social Services has been a major boost and a useful strategy for the University. The Directorate oversees the effective provision of preventive, curative and restorative health services to the UDSM community; advises the University on various health-related issues; is responsible for overall co-ordination and promotion of sports and games at the University; co-ordinates and promotes counselling services at the University; and co-ordinates the provision of health insurances services at the University. However, its delivery capacity remains an issue of concern. In the immediate future, there is a need to strengthen the Directorate by developing a clear policy and strategic plan and providing it with competent and enough staffing.

A major achievement in social services is the construction of a new building for expanding UHC provided in July 2017. The construction of a new building for UHC

is in progress. However, the health centre has still major needs. These include the improvement of the facilities (wards, equipment, etc.); transformation of the health centre into a Hospital to enhance the quality of services; and establishment of a well-resourced pharmacy. Upgrading of Health Centre into a Hospital awaits the completion of construction works aimed to expand both the operational space and services on offer to both in and out-patients .

The UDSM will also continue to address the challenges of HIV/AIDS as well non-communicable diseases facing students, and staff and their families.

Sports, games and recreation constitute another important dimension of the social services at the University. The crucial needs in this area include expedited finalisation of the construction of Student Centre; development of UDSM policy and strategy for sports and recreation; and improvement of the existing facilities for sports and recreation and investing into state-of-the-art sports.

Likewise, the security services need to be revamped to address the existing performance shortfalls and modernise the function. The focus should be on reviewing the UDSM security policy and strategy; installing more CCTV cameras in strategic areas; increasing the number competent and committed auxiliary police; provision of the force with adequate working tools; outsourcing security services cost-effectively; and introduction of an integrated, web-based electronic security system at all the UDSM campuses.

2.4.10 Student Services

The University has institutionalised various measures to support the general student welfare, namely, counselling by trained staff based at the Dean of Students' Office, a student advisory system at the college/school level, linking students to private accommodation when boarding facilities are unavailable on campus, career guidance, and elaboration of physical fitness-cum-games and recreational systems that connect them to regional (East African) universities. The students' organisation, Dar es Salaam University Students' Organisation (DARUSO), links students with the University governance bodies in general.

On the other hand, students' services face important gaps that require attention to fill them in the future. These include the need to improve the delivery capacity of

USAB (the number of competent wardens and a good system for supervising them); updating of the students' policy; strengthening the capacity of the Dean of Students' Office in terms of staffing and facilities; expanding the number of students hostels; enhancement of the maintenance and rehabilitation of students' hostels; strengthening of student governance; and instituting effective mechanisms for monitoring students' behaviour. There is also a need for hostels to be designed for postgraduate students, both single and family units with pre-installed furniture including cooking utensils.

2.4.11 Gender and Inclusiveness

Gender and inclusiveness issues continue to pose major challenges to higher education in Tanzania. However, the UDSM has over the years made great strides in enhancing gender equity and mainstreaming in addition to fostering inclusiveness. For instance, all the Units of the University have adopted the Gender equity policy. University recruitment process also observes gender equity. The proposal to restructure the Gender Centre into an Institute of Gender Studies has also been endorsed by the main University organs including the Senate. The Institute is now underway to develop its programmes.

In future, focus will be on carrying out strategic gender and inclusiveness focused research; establishing GBV policy and procedures; instituting a deliberate policy to enhance women participation in University administration; reviewing the recruitment policy to be more gender sensitive; instituting conduct capacity-building measures to encourage women to publish and have representation in management; orienting management and staff on gender and inclusiveness issues; and improving the living and learning environment for People With Disabilities (PWD).

2.4.12 Infrastructure and Estates Management



Rehabilitation of Students' Halls of Residence in Progress

Although the University has continued to experience an acute shortage of necessary infrastructure (laboratory equipment and machines) and space, the construction of large theatres as well as the procurement of a number of state-of-the-art machinery and equipment for science and engineering laboratories through World Bank funding went a long way in expanding the teaching and learning space as well as adding to the existing stock of physical facilities. Other complementary developments include the construction of the Dr. J.P.J. Magufuli students' hostel with a 3,840 capacity and the renovation of the CoICT 240 -capacity students' hostel.

Other developments include the construction of the new University library; the UDBS Block C; the CoET Block B4 & R and the Science complex building; expansion of the office space in the UDSM Administration building and IRA building and IMS office expansion at Buyu.

The University has also been increasing the budget for rehabilitating the buildings and teaching facilities.

However, the following need to receive attention in the mid-term:

- a. Establishing a ring-fenced maintenance fund.

- b. Constructing the SJMC building complex that will house classrooms, labs, and staff offices.
- c. Restructuring and capacitating the Estates Directorate to enhance responsiveness and customer care.
- d. Building the capacity of internal groups and systems to undertake building and estate maintenance and management.
- e. Formalising Force Account as a strategy for expediting procurements.
- f. Establishing/upgrading land use and costed masterplans for all the UDSM land (including the Lindi and Pangani campus).
- g. Development of a plan for expanding classrooms and lecture halls in line with higher education strategic plans.
- h. Development of the UDSM-MCHAS Campus in Mbeya.
- i. Completion of the construction of Students' Centre.



Artistic View of the Students' Centre

2.4.13 Quality Assurance

The University has continued to enhance its quality assurance and control systems. The University's Quality Assurance Bureau (QAB) has had its mandate and functions expanded since it was established in 2007. QAB operates within the framework provided in the University of Dar es Salaam Quality Assurance Policy, which was approved by the University in 2007.

Some of the quality assurance and control achievements include instituting a quality assurance system; streamlining QA activities to unit levels; establishing QA Committee; and having QAB reports discussed at the Unit levels and forwarded to the University level organs. QAB collaborates regularly with the TCU as well as QA-related regional and global organisations. QAB also participates in TUQAF, EAQAN Forum, Times Higher Education World University Ranking and Association of Commonwealth Universities

However, there are aspects that require improvement. These aspects include extending QA activities beyond teaching and learning processes; updating the QA policy and development of guidelines and monitoring and evaluation tools for QA in all the UDSM activities; having periodic University staff training on QA aspects; and transforming the QA approach from “direct supervision and control” to “self-empowerment and control.”

There is also need for a clear plan towards an independent and self-contained QAB with suitable facilities and professional staff. Likewise, QA measures need be extended to online programmes.

2.4.14 Financial Resources Mobilisation and Management

The University has continued to intensify its efforts to mobilise resources and ensure their prudent use. Reduced Government funding has led to over-crowded facilities, inadequate library resources and a high student-staff ratio that may affect the quality of teaching and research. Therefore, there is a need for the University to diversify its funding sources including strengthening its fundraising efforts to obtain additional income to finance adequately expansion of its facilities and other activities. To enhance competitiveness, the UDSM will require radical improvements in its resources to ensure the availability of adequate, modern, and well-maintained teaching and learning infrastructure facilities as well as effective teaching, research and public services.

The capacity of existing investments to generate income has been enhanced. Internally generated funds increased from TZS 37,242,706,062 in 2014/15 to TZS 44,506,979,366 in 2016/17. The Reduction Policy was developed and approved by the UDSM Council in 2017. Strategy on fundraising from alumni as means to support the UDSM has been developed. In addition, a strategy on seizing opportunities from

the Diaspora is in its initial development stages. Furthermore, a University Investment Policy was developed in 2017 and submitted to the Treasury Registrar in July 2018 for approval.

The main issues requiring attention are inadequate resource mobilisation capacity, scope and strategizing. To enhance resource mobilisation, it is envisaged to:

- a. Develop a comprehensive resource mobilisation strategy and action that will guide all resource mobilisation.
- b. Establish a computerised and practical system for tracking and managing all income generating activities.
- c. Develop and implement cost-cutting strategies.
- d. Develop a new workable business plan for running the Silversands Hotel.
- e. Establish and implement an investment plan for the Main UDSM Corridor.
- f. Capitalise UCC ltd and DUP Ltd.
- g. Build the capacity of staff to mobilise resources much more effectively.
- h. Endeavour to foster non-conventional income generation such as commercialisation of research outputs.
- i. Endeavour to boost Public-Public investment partnerships.

To enhance the management of financial resources and procurement, the following are needed: Upgrading and modernising of the computerised financial system; requesting for Government permission to recruit more finance staff; training PMU staff on ethics and procurement management skills; delegating tendering to the Colleges and Schools in addition to developing a policy and guidelines for micro-procurement to be done at the department level.

2.5 External Content

2.5.1 International Context

Globalisation and liberalisation are opening up the UDSM academic programmes to regional and international markets, hence creating more opportunities and competition. Liberalisation exposes institutions to customer demands, competition and the drive for efficiency in the production and delivery of goods and services, including education. Education under the liberalised socio-economic systems emphasise on competencies, personal responsibility, intellectual freedom, problem-

solving skills, creativity, competition, and diversity of views in terms of values and attitudes.

World-class universities such as the UDSM are, by definition, internationalised.¹ Their vision and mission underline internationalisation as one of their core values, principles and goals. With powerful international networks, universities can search and find the best academic talents; attract the brightest students; broaden opportunities for international careers for the best and brightest staff and students; and widen opportunities for broadening their curricula. Internationalisation also facilitates collaborative and innovative research that is topical and responsive to community, national and global concerns.

Globally, there are dramatic positive technological developments, particularly the so-called '4th Industrial Revolution' with billions of people connected by global electronic systems through mobile devices, with unprecedented processing power, storage capacity, and access to knowledge has been unprecedented. These advances include smart technologies as emerging technology breakthroughs in fields such as artificial intelligence (AI), robotics, the Internet of Things, autonomous vehicles, 3-D printing, nanotechnology, biotechnology, materials science, energy storage, and quantum computing. Amidst such changes, the UDSM is thus expected to prepare its students for the evolving context and play its role through its research and public service activities.

The University also needs to be responsive to key global agendas such as the 2030 Agenda for Sustainable Development, which includes 17 Sustainable Development Goals, or SDGs—quantitative objectives across the social, economic, and environmental dimensions of sustainable development—that ought to be achieved by 2030². Such agendas provide opportunities for the development of collaborative research programmes. Likewise, through its teaching, learning and research programmes, it needs to continue responding to the priorities of the UNESCO Education Strategy 2014 – 2021 of fostering quality and inclusive education as well as preparing learners competent for the globalising world where knowledge and innovation are the major development.

¹ Knight defines internationalisation of universities as “the process of integrating an international, Inter-cultural or global dimensions into the purpose, functions, or delivery of post-secondary education.” See Jane Knight (2003), “Updating the Definition of Internationalization”, *International Higher Education*, Vol. 33 No 6, p 2-3

² https://www.undp.org/content/dam/undp/library/corporate/brochure/SDGs_Booklet_Web_En.pdf

2.5.2 Regional Context

Lately, there has been an increase in scientific and practical interest in international economic integration. In Africa, regional integration is driven by the AU and other bodies such as SADC and the EAC. Thus, the UDSM needs to align its strategic development agenda with key opportunities arising in the Regional context.

The African Union has the Agenda 2063³, which strives for the socio-economic transformation of the continent over the next 50 years – building on past efforts such as the Lagos Plan of Action, the Abuja Treaty, the Minimum Integration Programme, the Programme for Infrastructural Development in Africa (PIDA), the Comprehensive Africa Agricultural Development Programme (CAADP), the New partnership for Africa’s Development (NEPAD), Regional Plans and Programmes and National Plans. It is also built on national, regional, continental best practices in its formulation. The thrust of the agenda is *“An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in international arena”*

Similarly, the EAC is guided by its 5th EAC Development Strategy for the 2016/17 - 2020/21⁴ period in line with the Treaty for the Establishment of the East African Community and the EAC Vision 2050. The EAC Vision 2050 envisages that the East African Community *will be transformed into an upper-middle income region within a secure and politically united East Africa based on the principles of inclusiveness and accountability.*

The regional visions imply a need for universities in the region to invest in enrolment expansion linked to market demands and to research and public services that address the region’s development problems and harness opportunities. The UDSM needs to align with key EAC developments, especially the harmonisation of the East African Education System and Training Curricula. In fact, the EAC has embarked on the development of Regional Centres of Excellence in different fields, and has designated 19 institutions as Centres of Excellence. Moreover, the EAC has developed an eLearning Concept Paper, which has led to the development of the EAC ICT, as part of the Education Strategic Plan 2015-2020. Furthermore, the EAC

³ <https://au.int/agenda2063/about>

⁴ <http://repository.eac.int/bitstream/handle/11671/1952/5th%20EAC%20Development%20Strategy-%20Final%20Version.pdf?sequence=1&isAllowed=y>

has established the East African Science and Technology Commission (EASTECO). Within the context of the Common Market Protocol and in recognition of the need for mobility and sharing of qualified expertise in specialised areas, the Community embarked on the facilitation of the Mutual Recognition of Academic and Professional Qualifications.

Another major development is the declaration and transformation of the EAC into a Common Higher Education Area (CHEA) by the Heads of State of the Community on 20th May 2017 with the objective of harmonising higher education and training systems in the region. Additionally, there is the adoption by the National Commissions and Councils for Higher Education and higher education institutions in all the Partner States of the following: (i) the Regional Quality Assurance Framework; (ii) the East African Qualifications Framework for Higher Education (2015); (iii) the Staff Mobility Framework (2014); and (v) the Students Mobility Policy (2015). Also noteworthy was the formation of a forum that brings together the academia, and public and private sectors to create linkages, jointly and annually organised by the IUCEA and EABC.

The EAC Partner States have explicitly recognised the importance of Science, Research and Technology Development in the Treaty. As a result, they have integrated Science, Technology and Innovation considerations into a range of regional policy frameworks, including relevant provisions in the EAC Common Market Protocol and STI as a key development enabler identified in the EAC Vision 2050.

As such, the UDSM needs to continue enhancing its teaching, research and public service capacities and programmes to tap into the evolving opportunities in the EAC and the Region in general. These include benchmarking its programmes and quality assurance systems with the Regional expectations.

2.5.3 National Context

The UDSM needs to align with and contribute substantially to relevant national agendas. The major ones include the National Vision 2025, which envisages Tanzania to be “a nation with a high level of education at all levels; a nation which produces the quantity and quality of educated people sufficiently equipped with the requisite knowledge and skills to solve the society’s problems; and a

nation to meet the challenges of development and attain competitiveness at regional and global levels.” The National Five-Year Development Plan 2016/17 – 2020/21 (Ministry of Finance and Planning, 2016) embraces the Fifth Phase Government’s commitment to bringing about fundamental improvements in the lives of Tanzanians in the context of Tanzania National Development Vision 2025. The National Plan aims to bring “swifter and broader socio-economic transformation” through “Nurturing Industrialisation for Economic Transformation and Human Development.”

Crucially, the country needs to have at its disposal higher calibre, more educated and skilled workforce to achieve these national aspirations. In many cases, this means that there is a need to increase the proportion of the workforce trained at the postgraduate levels. In Tanzania and, indeed, for the rest of Africa, postgraduate studies and research are principal ways by which universities can contribute to finding solutions to relevant social, economic and political problems, and promote the development of indigenous technology. Unfortunately, postgraduate studies and research are still not optimally developed in many universities. In addition, good postgraduate programmes in S&T that are fairly well-operational are very few. There is, therefore, a need for aggressive and innovative approaches and initiatives to promote postgraduate studies and research in Tanzania. In this regard, the UDSM needs to take the challenge up of designing and promoting approaches that can sustain effective research and postgraduate programmes in Tanzania/Africa.

Given her position/role, the UDSM should focus on the development of high-quality human resource to lead the country to the middle income level. Indeed, more efforts and investment should be directed towards basic and applied research to offer solutions to problems facing Tanzanians. The recently announced 1 Billion TZS allocated for research by the UDSM to its faculty is exemplary.

Also, a functioning economy inevitably requires a functioning education system, and vice-versa. Since 2000, the Government of Tanzania has embarked on a drive to improve the quality of education through development programmes such as the Primary Education Development Programmes (PEDP, 2002-2007), the Secondary Education Development Programme I (SEDP, 2004-2009) the Secondary Education Development Programme II (SEDP II – 2010 – 2015 and Free Education Policy for Secondary Education. Through such national initiatives, the number of students enrolled in secondary schools increased from 1,222,403 in 2008 to 1,806,955 in 2012,

an increase of about 47.8 percent (BEST, 2016). Furthermore, the percentage of students in Forms 5 and 6 increased by 23 percent during the same timeframe. Following the success of PEDP and SEDP programmes, it is envisaged that more students will qualify for higher education institutions.

However, as stated in the Tanzania Vision 2025, an education pyramid with the lower education level being the base of the pyramid cannot produce the critical mass of a highly-educated and skilled labour force needed to support the country's quest for rapid transformation and for gaining a competitive edge on the regional and international arena. Responding to this challenge, the number of universities in the country has recently increased to more than 50. Nonetheless, most of these universities predominantly cater for undergraduate student enrolment and teaching. Accordingly, the number of graduates with a first degree will increase tremendously and, as a result, there will be a great demand for postgraduate studies. Furthermore, many of these emerging universities in the country lack highly qualified teaching staff. Therefore, the output of the UDSM DPGS will significantly provide the critical and much-needed high level manpower for these emerging universities.

The UDSM likewise needs increase its research and development activities with the National Research and Development Policy (2010) and Research Agenda.

2.6 Stakeholders Analysis

The UDSM has several key internal and external stakeholders. These are listed and analysed in **Table 2.3**. The expectations' vital implications have been reflected in the objectives and strategies of this Plan.

Table 2.3: Stakeholders Analysis

Stakeholders	Expectations on the University
Policy and decision-makers	<ul style="list-style-type: none"> • Relevant and substantial contribution to the human resource needs of the country • Strategic national Research • Technical support and advice • Evidence-based information to inform decisions • Value for money • Policy Briefs, Policy development and formulation • Institutional sustainability
Higher Learning Institutions	<ul style="list-style-type: none"> • Leadership in teaching and learning, research, and innovation as well as public services • Supporting training and mentoring staff • Collaborative research

Stakeholders	Expectations on the University
Non-governmental Organisations	<ul style="list-style-type: none"> • Research information and Publication • Leadership in teaching and learning, research, and innovation as well as public services • Value for Money • Accurate and reliable research information • Involvement and participation • Collaboration in research, monitoring, and evaluation
Media Sector	<ul style="list-style-type: none"> • Provision of accurate and reliable information • Involvement and participation • Recognition and publicity • Community Sensitisation and awareness
UDSM Employees	<ul style="list-style-type: none"> • Transparent, effective and efficient performance management systems • Attractive remuneration packages and timely payment • Conducive working environment • Timely provision of state-of-the-art working tools • Attractive career development schemes • Job security and reliable job contracts • Attractive staff welfare schemes • Good governance practices and fair treatment • Transparent and fair staff appraisal system • Staff participation and feedback • Effective, accessible and affordable medical schemes • Enhanced capacity-building for staff • Recognition and participatory approach • Professional advancement • Fair and competitive opportunities
Industry	<ul style="list-style-type: none"> • Leadership in teaching and learning, research and innovation as well as public services • Collaboration • Trust and confidence • Information sharing • Accurate, transparent, timely and reliable information • High-quality services/products • Access a wide variety/assortment of services
Development Partners	<ul style="list-style-type: none"> • Programme sustainability • Comprehensive dissemination of research results • Transparency and accountability • Information sharing and feedback • Adherence to protocols and research grants • Value for Money
Service Providers	<ul style="list-style-type: none"> • Transparency and accountability • Fair and competitive opportunities • Provision of appropriate services/supplies • Timely settlement of their dues
General public/Community	<ul style="list-style-type: none"> • Leadership in teaching and learning, research and innovation as well as public services • Implementation of ethically-sound research • Dissemination of research results • Trust and confidence

Stakeholders	Expectations on the University
	<ul style="list-style-type: none"> • Accurate, transparent, timely and reliable information • A good relationship with the public/society members. • Participation in social and developmental activities of the community.

2.7 Strengths, Weaknesses, Opportunities and Challenges

Based on the various assessment of the UDSM situation, a summary of the main Strengths, Weaknesses, Opportunities and Challenges (SWOCs) is given in **Table 2.4**. The SWOCs have facilitated the delineation of the strategic issues being addressed by the current strategic for the 2020/21 – 2024/25 period.

Table 2.4: UDSM SWOC Analysis

INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
<ol style="list-style-type: none"> 1. Strong governance and leadership 2. High level of corporate compliance with the laws and regulations 3. Existence of support policies and procedures 4. Strategically-located campuses and branches 5. Supportive infrastructure 6. Skilled and competent staff 7. Strong public brand and recognition 8. Renowned University in the Region 9. Availability of land for expansion 10. Availability of diverse programmes 	<ol style="list-style-type: none"> 1. Slow pace in adopting rapidly changing global innovations 2. Slow pace in implementing succession management 3. Weak financial sustainability and independence 4. Inadequate modernisation, coverage, and integration of systems 5. Inadequate and ageing facilities and infrastructure 6. Uncompetitive tuition and consultancy fees
EXTERNAL FACTORS	
OPPORTUNITIES (+)	CHALLENGES (-)
<ol style="list-style-type: none"> 1. Stable national macroeconomic environment 2. Stable national political arena 3. Enabling framework for higher education, research, and public services 4. High demand for higher education, research, and public services 5. Opportunities for national, regional, and international collaboration 6. Diverse alumni base 	<ol style="list-style-type: none"> 1. High competition from other higher education institutions 2. Growing uncertainty in funding for higher education from external sources – Governments, international foundations, private donors, etc. 3. Loss of professors who are highly experienced but still able to offer quality services to the University/country through retirements 4. Insufficient number of staff

2.8 Critical Strategic Issues

This section presents the broad critical strategic issues that the Strategic Plan for 2020/21 – 2024/25 focuses on. They are derived from the results of the foregoing review of the UDSM’s context and performance and the Government requirement for public institutions to address HIV/AIDS and implement the National Anti-Corruption and Good Governance Strategy.

- A. Addressing HIV/AIDS and non-communicable diseases and implementation of the National Anti-Corruption and Good Governance Strategy as required by the Government.
- B. Consolidation of undergraduate training and leadership in postgraduate training
- C. Strengthening and expanding research, innovation, and knowledge exchange
- D. Strengthening and expanding institutional capacity and operational performance

3 THE STRATEGIC PLAN 2020/21 – 2024/25

This chapter is the core of the UDSM Strategic Plan for 2020/21 – 2024/25. It presents the University’s mission, vision, core values, strategic objectives, and targets as well as comprehensive strategic action plan. Likewise, it provides a rationale for the adopted strategic objectives and how to achieve them. The strategic objectives are designed to respond to the critical strategic issues identified in Chapter Two. The University will maintain its current mission, vision and core values as they remain relevant in the medium-term future.

3.1 UDSM Vision

To be a leading Centre of Intellectual Wealth for spearheading the quest for sustainable and inclusive industrial development of Tanzania.

3.2 UDSM Mission

To advance the economic, social, and technological development of Tanzania and beyond through excellent teaching and learning, research and knowledge exchange.

3.3 Core Values

<i>Academic excellence</i>	The pursuit of academic excellence in teaching, research and knowledge exchange.
<i>Academic integrity</i>	Academic outputs produced in line with international standards of quality and academic integrity.
<i>Academic freedom</i>	Upholding the spirit of free and critical thought and enquiry by tolerating a diversity of beliefs and understanding.
<i>Internationalization</i>	Participating in the regional and global world of scholarship.
<i>Social responsibility</i>	Responsiveness to priority issues and the problems facing people in the national and international context.
<i>Commitment to Development</i>	Promoting the University’s role in the development of the nation and of its people.
<i>Holistic student development</i>	Creating a holistic teaching, learning and living environment which is student-centred for academic and personal growth.
<i>Equity and social justice</i>	Ensuring equal opportunities and non-discrimination based on personal, ethnic, religious, class, gender, or other social characteristics.

3.4 Objectives, Strategies, Targets, Results & KPIs

The Strategic Objectives (SOs) reflect the results that the University seeks to achieve through the Rolling Strategic Plan, 2020/21 - 2024/25. They are aligned with the strategic objectives of the Government ministry responsible for education. The UDSM strategic objectives for the 2020/21 - 2024/25 period are:

Objective Code	Strategic Objective
A	Incidence and impacts of HIV/AIDS and non-communicable diseases reduced.
B	The National Anti-Corruption Strategy and Action Plan effectively implemented.
C	Undergraduate and postgraduate studies enhanced.
D	Research, innovation, and knowledge exchange enhanced.
E	Institutional capacity and operational efficiency strengthened.

Each strategic objective is elaborated with a clear rationale, expected results, key performance indicators, strategies, and key strategic targets. Strategic targets are the main initiatives (interventions, projects) to be undertaken to achieve the expected results for each strategic objective.

3.4.1 Objective A: Incidence and Impacts of HIV/AIDS and Non-Communicable Diseases Reduced

The HIV/AIDS pandemic has an adverse impact on human resources and future welfare of the Nation. It results in the reduction of active human resource, hence low productivity. Indeed, the HIV/AIDS prevalence in Tanzania is still high and is ruining the most productive age group, leaving behind misery, suffering and poverty. The UDSM recognises the value of students' and employees' health as among the most important factors towards the achievement of its expected goals. Thus, addressing the HIV/AIDS agenda is an integral part of the University's plans. In this regard, the University plans to pursue the following strategies and interventions in response to the HIV/AIDS challenge.

Strategy

- Strengthen and expand preventative measures against HIV.
- Enhance support services to staff and their families and students living with HIV and AIDS.

Targets

- A UDSM HIV and AIDS and non-communicable disease policy developed by June, 2021
- An HIV and AIDS preventive interventions programme conducted for all staff, their families, and students by June, 2025.
- HIV and AIDS infected staff, their families and students cared for and supported by June, 2025.

Expected results

- Increased HIV and AIDS and non-communicable diseases awareness amongst students, staff and their families
- Increased voluntary HIV testing behaviour.
- Enhanced welfare of infected staff, staff families and students.

Key Performance Indicators

- Percentage change in HIV voluntary testing cases.
- Percentage change in HIV and AIDS and non-communicable diseases infliction.
- Level of staff and student satisfaction with HIV and AIDS supportive services.

3.4.2 Objective B: The National Anti-Corruption Strategy and Action Plan effectively implemented

The University recognises that good governance is one of the national agendas. Each public institution is, therefore, required to observe the elements of good governance and promote the Rule of Law and follow laid-down rules and procedures as it assures improved staff performance and minimisation of corruption. Good governance is also the philosophy of the Government since it is a critical factor in socio-economic and political development.

Despite benefits associated with good governance, the problem of corruption remains a source of grave concern due to unethical behaviour and weak internal controls. In view of the severity of the problem, the Government has directed all its institutions to have in their organisations a strategy that addresses corruption in line

with National Anti-Corruption Strategy and Action Plan. In this regard, the UDSM will implement the National Anti-Corruption Strategy and Action Plan through the following strategies and interventions:

Strategy

- Strengthen the implementation of public service codes of conduct.
- Strengthen mechanisms to operationalise the National Anti-Corruption Strategy and Action Plan.

Targets

- Five (5) awareness creation seminars on Ethics and Good Governance and Five (5) on Anti-corruption practice conducted by June, 2025.
- The existing internal policies and procedures reviewed and strengthened to operationalise the National Anti-Corruption Strategy and Action Plan by June, 2022.

Expected results

- Reduced unethical behaviour incidences.
- Increased management, staff and students' awareness on ethics, good governance and corruption and how the UDSM is addressing the challenge.

Key Performance Indicators

- Percentage change in unethical behaviour incidences.
- Extent of staff awareness on ethics, good governance, and anti-corruption efforts of the University.

3.4.3 Objective C: Undergraduate and postgraduate studies enhanced

Having made remarkable achievements in undergraduate and postgraduate training, the UDSM now more than ever is embarking on training experts that will help the country by playing an active role under the 4th Industrial Revolution in which disruptive technologies and trends such as the Internet of Things (IoT), robotics, virtual reality (VR) and artificial intelligence (AI) are changing the dynamics of how we live and work. In fact, this is world also characterised by more complex problems such as globalisation and climate change. Thus, there is need to renew and innovate in teaching and learning, expose students to novel ways of

thinking beyond their own disciplinary specialisations, provide opportunities for students to engage with contemporary national and global technological, economic, political, social issues and environmental issues and expand emerging opportunities for developing critical thinking, entrepreneurial, technological and innovation skills. Furthermore, through its teaching and learning programmes, the University is particularly committed to making demonstrable contribution to the Country's industrialisation agenda.

Strategy:

- Enhance UG and PG structure, policy, and plans.
- Enhance UG and PG programme quality, relevance, and responsiveness.
- Enhance the delivery of programmes and incentives.

Targets:

Structure, Policy and Plans

- The DVC – Academic Office's organisational structure reviewed to enhance delivery of UG and PG programmes by June, 2021.
- University-wide tracer study conducted by June, 2022.
- The Directorate of Internationalisation, Convocation and Advancement capacitated for effective delivery by June, 2022.
- A University policy and guidelines on student-centred and problem-based learning introduced by June, 2021.
- PG policies and procedures (e.g. entry criteria, dissertation/thesis supervision) renewed by June, 2021.
- A policy on "balancing" between student enrolment and existing delivery capacities introduced by June, 2021.
- A policy and strategic plan to increase recruitment of international students introduced by June, 2021.
- A policy to strengthen full-time undergraduate and postgraduate programmes introduced by June, 2021.
- A policy to improve the quality and delivery of online and evening postgraduate programmes introduced by June, 2021.
- A University strategy on preparing students for the 4th Industrial Revolution developed and introduced by June, 2021.

Programmes

- 30% of UG and PG academic programmes reviewed by June, 2025.
- 20 new UG and PG programmes to address strategic needs (e.g. sports) established by June, 2025.
- 30% of UG and PG programmes restructured for student-centred and problem-based learning by June, 2025.
- A compulsory undergraduate innovation and entrepreneurship course introduced for each College/School by June, 2025.
- Medical programmes at the UDSM-MCHAS developed and consolidated fully by June, 2025.
- A School of Land Studies with requisite academic programmes developed and consolidated fully by June, 2025.
- Pangani Marine Sciences Research Centre established by June, 2023.
- A CoAF branch in Lindi developed by June, 2025.
- A Master's and PhD dissertation abstracts' database established by June, 2021.

Delivery and Incentives

- 200 academic staff trained in student-centred problem-based learning and using e-learning platforms.
- A least 300 academic staff trained in postgraduate programmes and students supervised accordingly by June, 2025.
- On-line resources (textbooks, scientific papers; software tools and other resources) strengthened by June, 2023.
- A standing scholarship programme for UG and PG students established by June 2023.
- The UG and PG student fee structure reviewed for competitiveness by June, 2022.

Expected Results:

- Increased quality of undergraduate and postgraduates.
- Increased postgraduate student enrolment.
- Increased employers' satisfaction with UDSM graduates.
- Increased competitiveness of UDSM undergraduate and postgraduate programmes.

- Increased enrolment of foreign students.

Key Performance Indicators:

- % of students satisfied with UDSM undergraduate and postgraduate programmes.
- % of employers satisfied with UDSM undergraduate and postgraduate graduates.
- Graduates' employment (& self-employment rates) - disaggregated by the UDSM vs. other universities.
- Student enrolment (disaggregated by UG/PG, gender, national/foreign).

3.4.4 Objective D: Research, innovation, and knowledge exchange enhanced

In the medium-term future, the UDSM is committed to deepening and widening its place as a research-intensive institution that makes distinctive contribution to knowledge, locally and globally. Therefore, it seeks to enhance research, innovation, and knowledge exchange activities – addressing relevance, focus, constraints, and resource issues. It aims to increase the number of academic staff who engage with the public sector, industry, non-governmental and community-based organisations to inform and evaluate policy, strategies and enhance professional practices. In addition it seeks to transform various Intellectual Properties (IPs) of the UDSM to contribute to income generation. Furthermore, it seeks to promote the establishment of long-term relationships and mechanisms for multi-stakeholder engagement to share research findings, test new insights, evidence and innovations and engage collectively with highly complex societal problems and economic development issues. It also pursues making the UDSM a vibrant and supportive intellectual environment that attracts and connects people from all over the world through partnerships in addition to advancing the status and distinctiveness of scholarship in Tanzania.

Strategy:

- Enhance research and knowledge governance and management.
- Prioritise research agenda implementation.
- Enhance research information management.
- Strengthen research and consultancy culture and competencies.
- Strengthen the research and public service infrastructure.
- Enhance support to IPs businesses.
- Ensure sustainable research funding.

Targets:

Governance and management

- The Directorate of Research and Publications' organisational structure reviewed by June, 2022.
- A new IPR strategy and incentive scheme established by June, 2021.
- The UDSM consultancy policy reviewed by June, 2023 to enhance competitiveness and staff motivation, mentoring and performance-recognition.
- UCB and CCE capacity strengthened by June, 2022 (i.e. organisational structure, staffing, computerised databases, updated strategic plans and business plans enhanced).

Research agenda implementation

- 20 new functioning strategic multi-disciplinary research, networks and centres established by June, 2025.
- Each College, School, and Institute to have an operational flagship research programme with direct contribution to the national industrialisation agenda by June, 2022.
- A multipurpose Innovation hub & entrepreneurship resources centre established by 2023.
- An innovation fund with internal UDSM financing mechanism established by June, 2023.
- The UDSM technology development and transfer units (TDTC, UDEC) strengthened (visions and plans reviewed; facilities and staff strengthened) by June, 2023.
- A "One Paper - a Year per academic staff" policy as part OPRAS introduced by June, 2021.
- 5 multidisciplinary incubation centres established by June, 2023.
- 20 new collaborative partnerships with industry to commercialise applicable research findings by June, 2025.
- A UDSM industrial park for supporting spin-off companies established by June, 2025.
- Expansion of aquatic and marine sciences research capacities by June, 2025

- UDIEC Organisational structure reviewed to strengthen the management of innovation, entrepreneurship and incubation services by 2022.

Research information management

- A knowledge exchange communication strategy prepared by June, 2021.
- The research repository management system strengthened by June, 2023.
- A reviewed scheme for staff and students' access to online journals and resources in place by June, 2022.
- 100% of all the UDSM journals indexed internationally by June, 2023.
- Having an alternative portal for community-based and other outreach services, which the University provides with non-profits to ensure that they are also reflected in the activities that the University undertake.

Research and Public Service Culture and Competencies

- 30 staff advanced research training workshops organised by June, 2025.
- 15 staff advanced public service training workshops organised by June, 2025.
- A framework for senior staff to mentor junior ones in research and public service introduced by June 2022.
- A reviewed incentive scheme for staff's productive involvement in research and innovation instituted by June 2022.

Research and Public Service Infrastructure

- A multi-disciplinary central chemical laboratory established by June, 2024.
- 50% of main laboratories and training workshops for each College/School/Institute retooled by June, 2025.
- An institutional framework for the central management of laboratories in the University instituted by June, 2022.
- 5 strategic public service projects (such as Compressed Natural Gas (CNG) plant and CNG Vehicle Conversion Workshop) by June, 2025.
- Five IPs business licences developed by June, 2025.

Sustainable research financing

- A ring-fenced UDSM research fund established by June, 2021.

- 5 in-depth training workshops on research proposal development conducted by June, 2022.
- A standing UDSM level multi-disciplinary team for drafting University wide flagship research proposals established by June, 2021.

Expected Results

- Increased quantity and quality of research and innovation programmes.
- Increased volume of publications in peer-reviewed journals.
- Increased volume of consultancy and non-consultancy public services.
- Increased adoption of the UDSM research results informing industrial, economic and social policies in the country.
- Increased funding for UDSM research and knowledge exchange programmes.

Key Performance Indicators

- Number of active research and innovation programmes in a year.
- % of research and innovation programmes completed on time.
- Number of publications in peer-reviewed journals.
- Number of consultancy and non-consultancy public services received in a year.
- % of consultancy and non-consultancy public services completed on time.
- % of government officials satisfied with the usefulness of UDSM research results.
- Amount of new funding mobilised for UDSM research and knowledge exchange in each year.
- Number of IPs business licences secured.

3.4.5 Objective E: Institutional capacity and operational efficiency strengthened

Institutional capacity and operational efficiency are key drivers in the University carrying out its mandate. The institutional capacity needs enhancing in its key dimensions of strategy, structure, systems, practices, and human resources management. The focus will be on a higher level of capacity that will enable UDSM to have more impactful contribution to the Nation and the world at large.

Strategy:

- Strengthen leadership, governance, and management

- Strengthen human resources management
- Modernise ICT and information management
- Enhance library services
- Transform social services
- Improve student services
- Strengthen gender and inclusiveness
- Expand and renew infrastructure and estates management
- Transform the quality assurance system
- Enhance internationalisation and visibility of the UDSM
- Institutional expansion: comprehensive university
- Transform financial resources mobilisation and management

Targets:

Leadership, governance, and management

- The UDSM charter and Rules reviewed by June 2023.
- The organisational structure reviewed by June, 2024 to align with a new UDSM charter.
- A new policy of co-ordinated decentralisation of decision-making introduced by June, 2023.
- 100% of existing OPPs reviewed/updated by June, 2023.
- A UDSM leaders' development programme developed and implemented by June, 2025.
- The capacity of the Chief Corporate Counsel and Secretary to Council's Office strengthened by June, 2023.
- A web-based system for cascading UDSM strategic plans developed by June, 2022.
- A web-based system for monitoring and evaluating the implementation of UDSM strategic and other plans developed by June, 2022.

Human resources management

- A ring-fenced UDSM internal fund for staff development introduced by June, 2021.
- A negotiated arrangement of the Government on practical scheme for recruitment to address critical staff gaps achieved by June, 2021.
- The HRM policy review approved the Government by June, 2021.

- Human Resources Information System introduced by June, 2021.
- A UDSM succession plan developed and approved by the Government by June, 2022.
- The capacity of the Directorate for Human Resources improved by June, 2021 (staffing, facilities, HR strategy).
- UDSM performance management system (OPRAS) renewed by June, 2021 for real impacts on employee performance.
- UDSM staff remuneration and incentive schemes reviewed and approved by the Government by June, 2023.
- The number of competent and committed auxiliary police increased to cover established shortfalls by June, 2025.
- Recruitment Portal established by June, 2023.

ICT and information management

- The ICT Unit transformed into a Directorate by June, 2021.
- The UDSM e-learning platform modernised for effective multimedia interactive teaching and learning by June 2023.
- New ICT methods of teaching with permanent ‘Smart Classrooms’ established by June, 2025.
- A web-based UDSM Enterprise Resource Planning and Management System adopted by June, 2023.
- A harmonised set of UDSM and Unit level ICT masterplans developed by June, 2023.
- The UDSM Internet bandwidth expanded from STEM1 to STM4 by June, 2022.
- The UDSM website and its management arrangement revamped by June, 2021.
- 100% of UDSM systems integrated – internally by June, 2023.
- All the UDSM campuses provided with adequate and functional wireless technologies (hotspots) by June, 2022.
- All finance and administrative systems upgraded by June, 2025.
- The existing ICT network including inter-office telephone network modernised by June, 2025.

Library services

- All satellite library units in the Colleges improved and linked to the main library by June, 2025.
- A “Research Commons” in the Library for postgraduate students and researchers established by June, 2022.
- Separation of academic and operational activities from the library by establishing a Library and Information Studies School done by June, 2023.
- Increased purchase of print materials and subscription to e-journal/eBook databases to satisfy its information users by June, 2025.
- All online local journals published at the University of Dar es Salaam put online by June, 2025.
- A local content database/ repository established by June, 2023
- University Archives to include Mwl. J.K. Nyerere collections established by June, 2023.
- A one-stop centre for specialised Kiswahili collection established by June, 2023
- 5 Information Literacy Training Programmes for academic staff conducted by June, 2023.

Social services

- The capacity of the Directorate of Social Services strengthened by June, 2022 (policy, strategic plan, staffing, office facilities and transport facilities)
- The construction of the new building for UHC finalised and equipped by June, 2022
- The transformation of UHC into a hospital completed by June, 2023
- A well-resource pharmacy established at UHC by June, 2022
- A UDSM policy and strategy for sports and recreation reviewed by June, 2022
- The existing sports and recreation facilities for sports and recreation rehabilitated and equipped by June, 2025
- Modern training facilities for sports programmes constructed at the Mlimani campus by June, 2025
- A counselling unit established and equipped by June, 2021
- The UDSM health policy reviewed by June, 2022

Student services

- The student affairs policy for the University reviewed by June, 2021
- The delivery capacity of USAB strengthened by June, 2022 (competent wardens, management system, office facilities)
- The delivery capacity of the Dean of Students' Office strengthened by June, 2022 (competent staff e.g. counsellors, management system, office facilities)
- Existing DSO counsellors trained by June, 2022
- Students' hostels expanded to accommodate 10,000 more students by June, 2025
- Accommodation for students with special needs expanded by 500 rooms by June, 2025
- Accommodation facilities for at least 500 international students established by June, 2025.
- 100% of all the existing students' hostels rehabilitated by June, 2025
- Facilities to accommodate postgraduate students/students with families established by June, 2025
- Student governance strengthened by June, 2022
- An effective mechanism for monitoring students' behaviour developed by June, 2021

Gender and Inclusiveness

- Establishment of Institute of Gender Studies finalised by June, 2021.
- Academic programmes under the Institute of Gender Studies developed by June, 2023.
- A strategic gender and inclusiveness research programme established by June, 2023.
- UDSM GBV management procedures introduced by June, 2021.
- UDSM Anti sexual harassment procedures introduced by June 2020.
- A UDSM procedures to enhance women participation in University administration introduced by June, 2021.
- UDSM staff recruitment reviewed to be more gender-sensitive by June, 2022.
- A special capacity-building project to encourage women to publish and have representation in management introduced by June, 2021.
- 5 workshops to orient management and staff on gender and inclusiveness issues held by June, 2025.
- A UDSM policy on PWD introduced by June, 2021.
- UDSM facilities improved for PWD by June, 2025.

Security Services

- The UDSM security policy and strategy developed by June, 2021.
- The number of competent and committed auxiliary police increased to cover established shortfalls by June, 2025.
- Comprehensive linked systems of CCTV cameras installed at Mlimani campus by June, 2023.
- The working tools of the Auxiliary Police Force improved by June, 2025.

Infrastructure and Estates Management

- The Directorate of Estates Management restructured and capacitated by June, 2023 to enhance responsiveness and customer care.
- A ring-fenced infrastructure maintenance fund established by June, 2021.
- An SJMC building complex that will house classrooms, laboratories, and staff offices constructed by June, 2025.
- All lecture rooms equipped with multimedia facilities by June, 2022.
- The construction of the Student Centre finalised by June, 2021.
- All students and staff cafeteria facilities renovated by June, 2023.
- The Force Account formalised as key UDSM procurement method by June, 2021 to speed estates maintenance up.
- Land use and costed masterplans for all UDSM land (including the Lindi campus, Pangani Land and the prospective campus of UDSM-MCHAS) in place by June, 2025.
- A plan for expanding lecture theatres, classrooms and break-out rooms established by June, 2021.
- Walk ways at UDSM campuses rehabilitated and expanded by June, 2025.
- A high-quality International House constructed by June, 2025.

Quality Assurance System

- The QA policy reviewed by June, 2021.
- The QA systems (tools, processes) extended beyond teaching and learning by June, 2021.
- QA guidelines developed by June, 2022.
- The QAB transformed into an independent and self-contained QAB with suitable facilities and professional staff by June, 2025.
- Unit QA teams/committees established by June, 2021.

- 10 workshops for University staff training on QA aspects by June, 2024.

UDSM Visibility

- UDSM communication policy and guidelines introduced by June, 2021
- A competent body appointed by June, 2021 to oversee the UDSM's web presence content (especially social media)
- A Marketing Co-ordination Unit (MCU) in the Directorate of Public Service and a University Marketing Committee (UMC) appointed by June, 2021
- The UDSM branding Policy renewed by June, 2021
- All UDSM branded symbols legally protected by June, 2021

Institutional expansion: comprehensive university

- Establishment of a UDSM mini-training campus and sub-office in Dodoma by June, 2025.
- Improvement of UDSM - MCHAS facilities as well as acquiring more land by June, 2025.
- Establishment of a School of Land Studies by June, 2025.
- Establishment of an ICT Directorate by June, 2022.
- Expansion of CoAF by building a facility in Lindi region by June, 2025.
- Expansion of Marine Science research by June, 2025.
- Nurturing of Resources Mineral Institute (MRI) in Dodoma by June, 2025
- Expansion of Aquatic and Marine Sciences by June, 2025.
- Merging of the Geology and Mining Engineering Departments into an Institute by June, 2022.

Financial resources mobilisation and management

- A comprehensive resource mobilisation strategy and action developed by June, 2021.
- A computerised and practical system for tracking all income generating activities established by June, 2021.
- Strategic investors for Silversands Hotel, Sam Nujoma Corridors and Hananasif Plot, Mbeya Plots, Survey Area Plots and Kunduchi campus obtained by June, 2021.
- An investment plan for the Main UDSM Corridor developed by June, 2021
- UCC Ltd and DUP Ltd recapitalised by June, 2023.

- A central budget management system acquired by June, 2021.
- PMU capacity strengthened by June, 2023 (staffing, ethics and procurement management skills).
- Delegated tender boards at the College and School levels established by June, 2021.
- A policy and guidelines for micro-procurement by departments established by June, 2021.
- A UDSM cost-cutting strategy introduced by June, 2021.

Expected Results:

- Availability of robust governance structure and systems.
- Availability of adequate and competent human resource.
- Increased performance of staff.
- Increased staff retention.
- Availability of relevant and sustainable teaching, learning and research infrastructure.
- Availability of integrated information and communication systems.
- Enhanced national and international visibility and recognition of UDSM.
- Sustainable and adequate source of funds.

Key Performance Indicators

- Over 75% of planned (SP) activities are timely implemented.
- % of staff establishment filled.
- % of senior academic staff (=> SL) in the academic complement.
- Average employee performance contracts accomplished by at least 75%.
- Voluntary staff turnover.
- Audit opinion
- % of staff satisfied with the working environment % public well aware of UDSM
- % of funding requirements met

3.5 Alignment with Vision 2061 and CSP: 2014 - 2023

From 2020/21 – 2024/25, the University will focus on five Key Result Areas (KRAs) to achieve five Strategic Objectives (see Table 3.1). Each Strategic Objective relates to several critical issues, which originated from the analysis in Section Two.

Table 3.1: Pillars of UDSM’s Vision, CSP’s Goals and the Corresponding RSP Intervention Areas

Vision 2061 Pillars	CSP's Strategic Goals	UDSM RSP – Intervention Areas
Inspired and motivated staff and students (i) Progressive human resource management (ii) Constructive student affairs management (iii) Conducive working environment	Staff and Students inspired and motivated	(i) Teaching and learning (ii) Students' welfare and experiences (iii) Human resource management (iv) Research and knowledge exchange
Visionary Leadership (i) Strategic governance and management (ii) Gender equality and inclusiveness (iii) Quality assurance and control	Leadership and governance strengthened	(i) Governance and leadership (ii) Gender equality and inclusiveness (iii) Quality assurance and control
Sustainable resources (i) Marketable products/services (ii) Strategic networks and internationalisation of UDSM (iii) Strategic entrepreneurship, innovation and investments	Sustainable resources realised	(i) Infrastructure Development and maintenance (ii) Financial resource mobilisation and management (iii) Marketing and communication (iv) Links and co-operation (v) Internationalisation (vi) Innovation and entrepreneurship

To deal with particular issues, the University has devised appropriate strategies and interventions (or targets) – summarised in Appendix 2. The targets will be included in the College, School, Institute and Major Departments' Strategic Plans and will be adopted by the staff in their OPRAS or performance agreements.

3.6 Strategic Plan Matrix

A convenient and comprehensive summary of the Rolling Strategic Plan is provided in **Appendix 2** which consists of the strategic objectives, strategies, and key targets (interventions) to be implemented during the 2020/21 – 2024/25 period. Appendix 3 presents the main implementation risks to be managed.

4 IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK

4.1 Implementation

4.1.1 Prioritisation of Targets under each Strategic OB

The targets will require prioritisation from the onset of the Plan, considering the budgetary resources available. The targets will be categorised into three levels, namely *critical*, *high priority* and *medium priority*. *Critical* targets would be those essential for the successful implementation of respective strategic objectives. These should be initiated as soon as possible, within one year of the endorsement of the Rolling Strategic Plan. *High priority* actions are those which are essential to the successful implementation of the Plan and should also be initiated as soon as possible but, in many cases, their implementation is contingent upon prior actions being undertaken. *Medium priority* targets, on the other hand, are those actions that are deemed to be of value but are only complementary to ensuring full success of the Plan.

4.1.2 Cascading of Objectives

The Rolling Strategic Plan must be cascaded to and integrated with the Strategic and Operational Plans at the level of Colleges, Schools, Institutes, Directorates and Major Independent Departments. The latter plans are further integrated in departmental actions plans and budgets and, ultimately, reflected in annual employee performance contracts that are an integral part of the performance management and appraisal system.

4.1.3 Co-ordination

The implementation of this Plan will be under the overall co-ordination of the Directorate of Planning, Development, and Investments in close collaboration with planning co-ordinators of the Colleges, Schools, Institutes, Directorates and Major Independent Departments.

4.1.4 Resource Mobilisation

Effective implementation of the Plan shall depend upon various sources including government subventions, grants, and UDSM internally-generated revenue. Strategies to enhance resources at the University are included in this Plan.

4.2 Monitoring, Evaluation and Reporting

The monitoring, evaluation and reporting framework presented herein will assist in tracking and evaluating the implementation and results of the Plan. It consists of the envisaged results, monitoring plan, periodic reviews, evaluation plan and reporting plan.

4.2.1 Planned Results

Table 3.1 outlines the main results of the plan which will be monitored and evaluated to establish the success of the University. It envisions how its vision will be realised and how the results will be measured.

Table 4.1: Results Monitoring Measures

Strategic Objective	Desired Results	Key Performance Indicator
Objective A: Incidence and impacts of HIV/AIDS reduced	<ul style="list-style-type: none"> ✓ Increased HIV and AIDS and non-communicable awareness amongst students, staff and their families ✓ Increased HIV testing behaviour ✓ Enhanced welfare of infected staff, their families and students 	<ul style="list-style-type: none"> ✓ Percentage change in HIV voluntary testing cases ✓ Percentage change in HIV infection ✓ Level of staff and student satisfaction with HIV and AIDS supportive services
Objective B: The National Anti-Corruption Strategy and Action Plan effectively implemented	<ul style="list-style-type: none"> ✓ Reduced unethical behaviour incidences ✓ Increased management and staff awareness on ethics, good governance, and corruption and how UDSM is addressing it. 	<ul style="list-style-type: none"> ✓ Percentage change in unethical behaviour incidences ✓ Extent of staff awareness on ethics, good governance, and anti-corruption efforts of the University
Objective C: Undergraduate and postgraduate studies enhanced	<ul style="list-style-type: none"> ✓ Increased quality of undergraduate and postgraduates ✓ Increased of postgraduate student enrolment ✓ Increased employers' satisfaction with UDSM graduates ✓ Increased competitiveness of UDSM undergraduate and postgraduate programmes ✓ Increased enrolment of foreign students 	<ul style="list-style-type: none"> ✓ % of students satisfied with UDSM undergraduate and postgraduate programmes ✓ % of employers satisfied with UDSM undergraduate and postgraduate graduates ✓ Graduates employment (& self-employment rates) - disaggregated by UDSM vs other universities ✓ Student enrolment (disaggregated by UG/PG, gender, national/foreign)
Objective D: Research, innovation, and knowledge exchange enhanced	<ul style="list-style-type: none"> ✓ Increased quantity and quality of research and innovation programmes ✓ Increased volume of publications in peer-reviewed journals ✓ Increased volume of consultancy and non-consultancy public services ✓ Increased adoption of UDSM research results informing industrial, economic, and social policies in the country ✓ Increased funding for UDSM research and knowledge exchange programmes 	<ul style="list-style-type: none"> ✓ Number of active research and innovation programmes in a year ✓ % of research and innovation programmes competed on time ✓ Number of publications in peer-reviewed journals ✓ Number of consultancy and non-consultancy public services received in a year ✓ % of consultancy and non-consultancy public services competed on time ✓ % of government officials satisfied with the usefulness of UDSM research results ✓ Amount of new funding mobilised for UDSM research and knowledge exchange in each year. ✓ Number of IPs business licenses secured

<p>Objective E: Institutional capacity and operational efficiency strengthened</p>	<ul style="list-style-type: none"> ✓ Availability of robust governance structure and systems ✓ Availability of adequate and competent human resource ✓ Increased performance of staff ✓ Increased staff retention ✓ Availability of relevant and sustainable teaching, learning and research infrastructure ✓ Availability of integrated information and communication systems ✓ Enhanced national and international visibility and recognition of UDSM ✓ Sustainable and adequate source of funds 	<ul style="list-style-type: none"> ✓ Over 75% of planned (SP) activities are timely implemented ✓ % of staff establishment filled ✓ % of senior staff (=> SL) in the academic complement ✓ Average employee performance contracts accomplished by at least 75%. ✓ Voluntary staff turnover ✓ Audit opinion ✓ % of staff satisfied with the working environment % public well aware of UDSM ✓ International ranking of UDSM ✓ % of funding requirements met
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4.2.2 Monitoring Plan

The Directorate of Planning and Development will develop a Monitoring Plan consisting of indicators, indicator description, baseline, indicator targets values, data collection and methods of analysis, indicator reporting frequencies and the responsible officers who will be responsible for data collection, analysis and reporting.

4.2.3 Planned reviews

There will be reviews aimed to obtain progress status on the implementation of the strategic plan. This will consist of review meetings, planned milestones reviews, midterm reviews and rapid appraisals including their frequencies. The Directorate of Planning and Development will translate/break all planned targets into annual milestones to be achieved by the respective year's end.

The reviews track progress in the implementation of the milestones and set interventions. The review will focus on determining whether the interventions are moving towards achieving the set annual targets and will determine whether they are on track, off-track, or at risk. In addition, the review will track any changes in terms of outputs realised over the period as well as assess issues, challenges and lessons learnt over the year and to what extent the outputs delivered contribute towards the achievement of the set objectives. The milestone review will be conducted quarterly. The review findings will serve as means for adjusting implementation strategies.

4.2.4 Evaluation Plan

Mid-term and end-line evaluation of the Plan will be undertaken with a focus on determining the extent of implementation of the set objectives and initiatives planned and extent of achievement of the desired results.

4.2.5 Reporting Plan

Several reports will be prepared and shared internally with the organs shown in Table 4.2 to report on the progress and challenges during the implementation phase:

Table 4.2: Internal Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible
1	Monthly SP Progress Report	Vice Chancellor	Monthly	Director – Planning & Development
2.	Quarterly SP Progress Report	Council	Quarterly	Director – Planning & Development
3.	Annual SP Progress Report	Council	Annually	Director – Planning & Development

External reporting of progress will also be undertaken through the reports shown on Table 4.3.

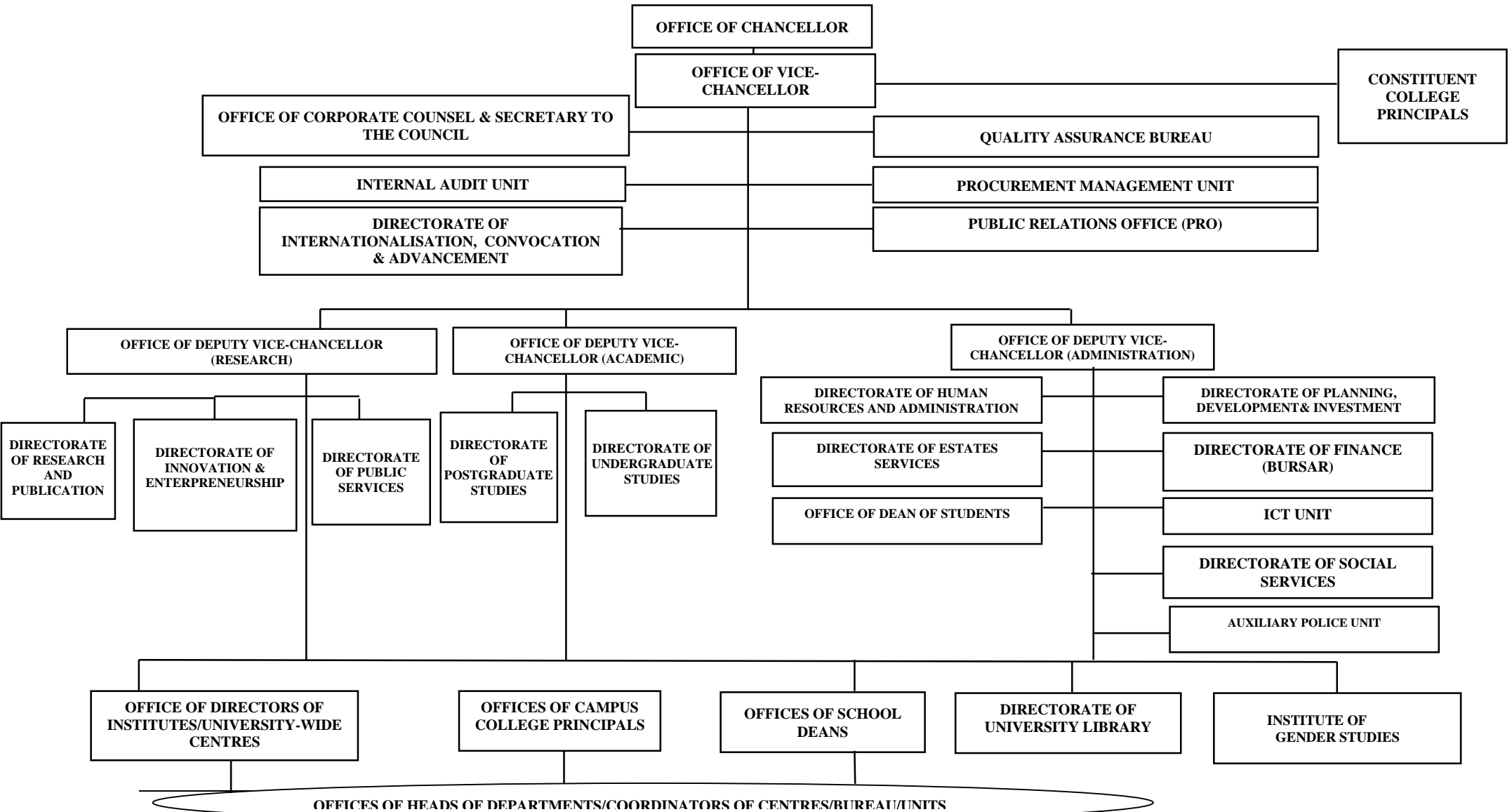
Table 4.3: External Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible
1.	Quarterly SP Progress Report	MoEST	Quarterly	Council
2.	Annual SP Progress Report	MoEST	Annually	Council
3.	Annual SP Progress Report	Key Stakeholders	Annually	Council

5 APPENDICES

5.1 Appendix 1: UDSM Organisational Structure

Annex 3: UDSM Organisational Structure



5.2 Appendix 2: Strategic Plan Matrix

S/N	Strategic Objectives	Strategies	Targets	Responsibility
1.	Objective A: Incidence and Impacts of HIV/AIDS and Non-Communicable Diseases Reduced	<ul style="list-style-type: none"> ✓ Strengthen and expand preventative measures against HIV. ✓ Enhance support services to staff and their families and students living with HIV and AIDS. 	<ul style="list-style-type: none"> ✓ A UDSM HIV and AIDS and non-communicable disease policy developed by June, 2021 ✓ An HIV and AIDS preventive interventions programme conducted for all staff, their families, and students by June, 2025. ✓ HIV and AIDS infected staff, their families and students cared for and supported by June, 2025. 	DSS
2.	Objective B: The National Anti-Corruption Strategy and Action Plan effectively implemented	<ul style="list-style-type: none"> ✓ Strengthen the implementation of public service codes of conduct. ✓ Strengthen mechanisms to operationalise the National Anti-Corruption Strategy and Action Plan. 	<ul style="list-style-type: none"> ✓ Five (5) awareness creation seminars on Ethics and Good Governance and Five (5) on Anti-corruption practice conducted by June, 2025. ✓ The existing internal policies and procedures reviewed and strengthened to operationalise the National Anti-Corruption Strategy and Action Plan by June, 2022. 	DHRA

S/N	Strategic Objectives	Strategies	Targets	Responsibility
3.	Objective C: Undergraduate and postgraduate studies enhanced	<ul style="list-style-type: none"> ✓ Enhance UG and PG structure, policy, and plans. ✓ Enhance UG and PG programme quality, relevance, and responsiveness. ✓ Enhance the delivery of programmes and incentives. 	<p><u>Structure, Policy and Plans</u></p> <ul style="list-style-type: none"> ✓ The DVC – Academic Office’s organizational structure reviewed to enhance delivery of UG and PG programmes by June, 2021. ✓ University-wide tracer study conducted by June, 2022. ✓ The Directorate of Internationalization, Convocation and Advancement capacitated for effective delivery by June, 2022. ✓ A University policy and guidelines on student-centred and problem-based learning introduced by June, 2021. ✓ PG policies and procedures (e.g. entry criteria, dissertation/thesis supervision) renewed by June, 2021. ✓ A policy on “balancing” between student enrolment and existing delivery capacities introduced by June, 2021. ✓ A policy and strategic plan to increase recruitment of international students introduced by June, 2021. ✓ A policy to strengthen full-time undergraduate and postgraduate programmes introduced by June, 2021. ✓ A policy to improve the quality and delivery of 	<ul style="list-style-type: none"> - DVC – Academics - DUS - DPGS - DICA - College Principals - Deans - Director of Institutes and Centres - Director – Library Services

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			<p>online and evening postgraduate programmes introduced by June, 2021.</p> <ul style="list-style-type: none"> ✓ A University strategy on preparing students for the 4th Industrial Revolution developed and introduced by June, 2021 <p><u>Programmes</u></p> <ul style="list-style-type: none"> ✓ 30% of UG and PG academic programmes reviewed by June, 2025. ✓ 20 new UG and PG programmes to address strategic needs (e.g. sports) established by June, 2025. ✓ 30% of UG and PG programmes restructured for student-centred and problem-based learning by June, 2025. ✓ A compulsory undergraduate innovation and entrepreneurship course introduced for each College/School by June, 2025. ✓ Medical programmes at the UDSM-MCHAS developed and consolidated fully by June, 2025. ✓ A School of Land Studies with requisite academic programmes developed and consolidated fully by June, 2025. ✓ Pangani Marine Sciences Research Centre 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			<p>established by June, 2023.</p> <ul style="list-style-type: none"> ✓ A CoAF branch in Lindi developed by June, 2025. ✓ A Master's and PhD dissertation abstracts' database established by June, 2021. <p><u>Delivery and Incentives</u></p> <ul style="list-style-type: none"> ✓ 200 academic staff trained in student-centred problem-based learning and using e-learning platforms. ✓ A least 300 academic staff trained in postgraduate programmes and students supervised accordingly by June, 2025. ✓ On-line resources (textbooks, scientific papers; software tools and other resources) strengthened by June, 2023. ✓ A standing scholarship programme for UG and PG students established by June 2023. ✓ The UG and PG student fee structure reviewed for competitiveness by June, 2022. 	
4.	Objective D: Research, innovation, and knowledge exchange enhanced	<ul style="list-style-type: none"> ✓ Enhance research and knowledge governance and management. ✓ Prioritise research agenda implementation. ✓ Enhance research 	<p><u>Governance and management</u></p> <ul style="list-style-type: none"> ✓ The Directorate of Research and Publications' organisational structure reviewed by June, 2022. ✓ A new IPR strategy and incentive scheme established by June, 2021. 	<ul style="list-style-type: none"> - DVC-Research - DRP - DPS - UDIEC - TDTC - DUP

S/N	Strategic Objectives	Strategies	Targets	Responsibility
		<p>information management.</p> <ul style="list-style-type: none"> ✓ Strengthen research and consultancy culture and competencies. ✓ Strengthen the research and public service infrastructure. ✓ Enhance support to IPs businesses. ✓ Ensure sustainable research funding. 	<ul style="list-style-type: none"> ✓ The UDSM consultancy policy reviewed by June, 2023 to enhance competitiveness and staff motivation, mentoring and performance-recognition. ✓ UCB and CCE capacity strengthened by June, 2022 (i.e. organisational structure, staffing, computerised databases, updated strategic plans and business plans enhanced). <p><u>Research agenda implementation</u></p> <ul style="list-style-type: none"> ✓ 20 new functioning strategic multi-disciplinary research, networks and centres established by June, 2025. ✓ Each College, School, and Institute to have an operational flagship research programme with direct contribution to the national industrialisation agenda by June, 2022. ✓ A multipurpose Innovation hub & entrepreneurship resources centre established by 2023. ✓ An innovation fund with internal UDSM financing mechanism established by June, 2023. ✓ The UDSM technology development and transfer units (TDTC, UDEC) strengthened (visions and plans reviewed; facilities and staff strengthened) by June, 2023. 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			<ul style="list-style-type: none"> ✓ A “One Paper - a Year per academic staff” policy as part OPRAS introduced by June, 2021. ✓ 5 multidisciplinary incubation centres established by June, 2023. ✓ 20 new collaborative partnerships with industry to commercialise applicable research findings by June, 2025. ✓ A UDSM industrial park for supporting spin-off companies established by June, 2025. ✓ Expansion of aquatic and marine sciences research capacities by June, 2025 ✓ UDIEC Organisational structure reviewed to strengthen the management of innovation, entrepreneurship and incubation services by 2022. <p>Research information management</p> <ul style="list-style-type: none"> ✓ A knowledge exchange communication strategy prepared by June, 2021. ✓ The research repository management system strengthened by June, 2023. ✓ A reviewed scheme for staff and students’ access to online journals and resources in place by June, 2022. ✓ 100% of all the UDSM journals indexed 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			<p>internationally by June, 2023.</p> <ul style="list-style-type: none"> ✓ Having an alternative portal for community-based and other outreach services, which the University provides with non-profits to ensure that they are also reflected in the activities that the University undertake. <p><u>Research and Public Service Culture and Competencies</u></p> <ul style="list-style-type: none"> ✓ 30 staff advanced research training workshops organised by June, 2025. ✓ 15 staff advanced public service training workshops organised by June, 2025. ✓ A framework for senior staff to mentor junior ones in research and public service introduced by June 2022. ✓ A reviewed incentive scheme for staff's productive involvement in research and innovation instituted by June 2022 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			<p>Research and Public Service Infrastructure</p> <ul style="list-style-type: none"> ✓ A multi-disciplinary central chemical laboratory established by June, 2024. ✓ 50% of main laboratories and training workshops for each College/School/Institute retooled by June, 2025. ✓ An institutional framework for the central management of laboratories in the University instituted by June, 2022. ✓ 5 strategic public service projects (such as Compressed Natural Gas (CNG) plant and CNG Vehicle Conversion Workshop) by June, 2025. ✓ Five IPs business licences developed by June, 2025. 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			<p>Sustainable research financing</p> <ul style="list-style-type: none"> ✓ A ring-fenced UDSM research fund established by June, 2021. ✓ 5 in-depth training workshops on research proposal development conducted by June, 2022. ✓ A standing UDSM level multi-disciplinary team for drafting University wide flagship research proposals established by June, 2021. 	
5.	Objective E: Institutional capacity and operational efficiency strengthened	<ul style="list-style-type: none"> ✓ Strengthen leadership, governance, and management ✓ Strengthen human resources management ✓ Modernise ICT and information management ✓ Enhance library services ✓ Transform social services ✓ Improve student services ✓ Strengthen gender and inclusiveness 	<p>Leadership, governance, and management</p> <ul style="list-style-type: none"> ✓ The UDSM charter and Rules reviewed by June 2023. ✓ The organisational structure reviewed by June, 2024 to align with a new UDSM charter. ✓ A new policy of co-ordinated decentralisation of decision-making introduced by June, 2023. ✓ 100% of existing OPPs reviewed/updated by June, 2023. ✓ A UDSM leaders' development programme developed and implemented by June, 2025. ✓ The capacity of the Chief Corporate Counsel and Secretary to Council's Office strengthened by June, 2023. ✓ A web-based system for cascading UDSM 	<ul style="list-style-type: none"> - DVC – Administration - CCC&STC - DHRA - DPDI - ICT Manager - Director Library services - DSS - DoSO - IGS Director - DES - QAB Director - Procurement Manager

S/N	Strategic Objectives	Strategies	Targets	Responsibility
		<ul style="list-style-type: none"> ✓ Expand and renew infrastructure and estates management ✓ Transform the quality assurance system ✓ Enhance internationalisation and visibility of the UDSM ✓ Institutional expansion: comprehensive university ✓ Transform financial resources mobilisation and management 	<p>strategic plans developed by June, 2022.</p> <ul style="list-style-type: none"> ✓ A web-based system for monitoring and evaluating the implementation of UDSM strategic and other plans developed by June, 2022 <p>Human resources management</p> <ul style="list-style-type: none"> ✓ A ring-fenced UDSM internal fund for staff development introduced by June, 2021. ✓ A negotiated arrangement of the Government on practical scheme for recruitment to address critical staff gaps achieved by June, 2021. ✓ The HRM policy review approved the Government by June, 2021. ✓ Human Resources Information System introduced by June, 2021. ✓ A UDSM succession plan developed and approved by the Government by June, 2022. ✓ The capacity of the Directorate for Human Resources improved by June, 2021 (staffing, facilities, HR strategy). ✓ UDSM performance management system (OPRAS) renewed by June, 2021 for real impacts on employee performance. ✓ UDSM staff remuneration and incentive 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			<p>schemes reviewed and approved by the Government by June, 2023.</p> <ul style="list-style-type: none"> ✓ The number of competent and committed auxiliary police increased to cover established shortfalls by June, 2025. ✓ Recruitment Portal established by June, 2023. <p>ICT and information management</p> <ul style="list-style-type: none"> ✓ The ICT Unit transformed into a Directorate by June, 2021. ✓ The UDSM e-learning platform modernised for effective multimedia interactive teaching and learning by June 2023. ✓ New ICT methods of teaching with permanent ‘Smart Classrooms’ established by June, 2025. ✓ A web-based UDSM Enterprise Resource Planning and Management System adopted by June, 2023. ✓ A harmonised set of UDSM and Unit level ICT masterplans developed by June, 2023. ✓ The UDSM Internet bandwidth expanded from STM1 to STM4 by June, 2022. ✓ The UDSM website and its management arrangement revamped by June, 2021. ✓ 100% of UDSM systems integrated – internally 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			<p>by June, 2023.</p> <ul style="list-style-type: none"> ✓ All the UDSM campuses provided with adequate and functional wireless technologies (hotspots) by June, 2022. ✓ All finance and administrative systems upgraded by June, 2025. ✓ The existing ICT network including inter-office telephone network modernised by June, 2025. <p>Library services</p> <ul style="list-style-type: none"> ✓ All satellite library units in the Colleges improved and linked to the main library by June, 2025. ✓ A “Research Commons” in the Library for postgraduate students and researchers established by June, 2022. ✓ Separation of academic and operational activities from the library by establishing a Library and Information Studies School done by June, 2023. ✓ Increased purchase of print materials and subscription to e-journal/eBook databases to satisfy its information users by June, 2025. ✓ All online local journals published at the University of Dar es Salaam put online by June, 2025. 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			<ul style="list-style-type: none"> ✓ A local content database/ repository established by June, 2023 ✓ University Archives to include Mwl. J.K. Nyerere collections established by June, 2023. ✓ A one-stop centre for specialised Kiswahili collection established by June, 2023 ✓ 5 Information Literacy Training Programmes for academic staff conducted by June, 2023. <p>Social services</p> <ul style="list-style-type: none"> ✓ The capacity of the Directorate of Social Services strengthened by June, 2022 (policy, strategic plan, staffing, office facilities and transport facilities) ✓ The construction of the new building for UHC finalised and equipped by June, 2022 ✓ The transformation of UHC into a hospital completed by June, 2023 ✓ A well-resource pharmacy established at UHC by June, 2022 ✓ A UDSM policy and strategy for sports and recreation reviewed by June, 2022 ✓ The existing sports and recreation facilities for sports and recreation rehabilitated and equipped by June, 2025 ✓ Modern training facilities for sports 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			<p>programmes constructed at the Mlimani campus by June, 2025</p> <ul style="list-style-type: none"> ✓ A counselling unit established and equipped by June, 2021 ✓ The UDSM health policy reviewed by June, 2022 <p>Student services</p> <ul style="list-style-type: none"> ✓ The student affairs policy for the University reviewed by June, 2021 ✓ The delivery capacity of USAB strengthened by June, 2022 (competent wardens, management system, office facilities) ✓ The delivery capacity of the Dean of Students' Office strengthened by June, 2022 (competent staff e.g. counsellors, management system, office facilities) ✓ Existing DSO counsellors trained by June, 2022 ✓ Students' hostels expanded to accommodate 10,000 more students by June, 2025 ✓ Accommodation for students with special needs expanded by 500 rooms by June, 2025 ✓ Accommodation facilities for at least 500 international students established by June, 2025. ✓ 100% of all the existing students' hostels 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			<p>rehabilitated by June, 2025</p> <ul style="list-style-type: none"> ✓ Facilities to accommodate postgraduate students/students with families established by June, 2025 ✓ Student governance strengthened by June, 2022 ✓ An effective mechanism for monitoring students' behaviour developed by June, 2021 <p>Gender and inclusiveness</p> <ul style="list-style-type: none"> ✓ Establishment of Institute of Gender Studies finalised by June, 2021. ✓ Academic programmes under the Institute of Gender Studies developed by June, 2023. ✓ A strategic gender and inclusiveness research programme established by June, 2023. ✓ UDSM GBV management procedures introduced by June, 2021. ✓ UDSM Anti sexual harassment procedures introduced by June 2020. ✓ A UDSM procedures to enhance women participation in University administration introduced by June, 2021. ✓ UDSM staff recruitment reviewed to be more gender-sensitive by June, 2022. ✓ A special capacity-building project to encourage women to publish and have 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			<p>representation in management introduced by June, 2021.</p> <ul style="list-style-type: none"> ✓ 5 workshops to orient management and staff on gender and inclusiveness issues held by June, 2025. ✓ A UDSM policy on PWD introduced by June, 2021. ✓ UDSM facilities improved for PWD by June, 2025. <p><u>Security Services</u></p> <ul style="list-style-type: none"> ✓ The UDSM security policy and strategy developed by June, 2021. ✓ The number of competent and committed auxiliary police increased to cover established shortfalls by June, 2025. ✓ Comprehensive linked systems of CCTV cameras installed at Mlimani campus by June, 2023. ✓ The working tools of the Auxiliary Police Force improved by June, 2025. <p><u>Infrastructure and estates management</u></p> <ul style="list-style-type: none"> ✓ The Directorate of Estates Management restructured and capacitated by June, 2023 to enhance responsiveness and customer care. 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			<ul style="list-style-type: none"> ✓ A ring-fenced infrastructure maintenance fund established by June, 2021. ✓ An SJMC building complex that will house classrooms, laboratories, and staff offices constructed by June, 2025. ✓ All lecture rooms equipped with multimedia facilities by June, 2022. ✓ The construction of the Student Centre finalised by June, 2021. ✓ All students and staff cafeteria facilities renovated by June, 2023. ✓ The Force Account formalised as key UDSM procurement method by June, 2021 to speed estates maintenance up. ✓ Land use and costed masterplans for all UDSM land (including the Lindi campus, Pangani Land and the prospective campus of UDSM-MCHAS) in place by June, 2025. ✓ A plan for expanding lecture theatres, classrooms and break-out rooms established by June, 2021. ✓ Walk ways at UDSM campuses rehabilitated and expanded by June, 2025. ✓ A high-quality International House constructed by June, 2025. 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			<p>Quality assurance system</p> <ul style="list-style-type: none"> ✓ The QA policy reviewed by June, 2021. ✓ The QA systems (tools, processes) extended beyond teaching and learning by June, 2021. ✓ QA guidelines developed by June, 2022. ✓ The QAB transformed into an independent and self-contained QAB with suitable facilities and professional staff by June, 2025. ✓ Unit QA teams/committees established by June, 2021. ✓ 10 workshops for University staff training on QA aspects by June, 2024. <p>UDSM Visibility</p> <ul style="list-style-type: none"> ✓ UDSM communication policy and guidelines introduced by June, 2021 ✓ A competent body appointed by June, 2021 to oversee the UDSM's web presence content (especially social media) ✓ A Marketing Co-ordination Unit (MCU) in the Directorate of Public Service and a University Marketing Committee (UMC) appointed by June, 2021 ✓ The UDSM branding Policy renewed by June, 2021 ✓ All UDSM branded symbols legally protected 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			by June, 2021	
			<p>Institutional expansion: comprehensive university</p> <ul style="list-style-type: none"> ✓ Establishment of a UDSM mini-training campus and sub-office in Dodoma by June, 2025. ✓ Improvement of UDSM - MCHAS facilities as well as acquiring more land by June, 2025. ✓ Establishment of a School of Land Studies by June, 2025. ✓ Establishment of an ICT Directorate by June, 2022. ✓ Expansion of CoAF by building a facility in Lindi region by June, 2025. ✓ Expansion of Marine Science research by June, 2025. ✓ Nurturing of Resources Mineral Institute (MRI) in Dodoma by June, 2025 ✓ Expansion of Aquatic and Marine Sciences by June, 2025. ✓ Merging of the Geology and Mining Engineering Departments into an Institute by June, 2022. 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			<p>Financial resources mobilization and management</p> <ul style="list-style-type: none"> ✓ A comprehensive resource mobilisation strategy and action developed by June, 2021. ✓ A computerised and practical system for tracking all income generating activities established by June, 2021. ✓ Strategic investors for Silversands Hotel, Sam Nujoma Corridors and Hananasif Plot, Mbeya Plots, Survey Area Plots and Kunduchi campus obtained by June, 2021. ✓ An investment plan for the Main UDSM Corridor developed by June, 2021 ✓ UCC Ltd and DUP Ltd recapitalised by June, 2023. ✓ A central budget management system acquired by June, 2021. ✓ PMU capacity strengthened by June, 2023 (staffing, ethics and procurement management skills). ✓ Delegated tender boards at the College and School levels established by June, 2021. ✓ A policy and guidelines for micro-procurement by departments established by June, 2021. ✓ A UDSM cost-cutting strategy introduced by 	

S/N	Strategic Objectives	Strategies	Targets	Responsibility
			June, 2021. ✓	

5.3 Appendix 3: Risk Analysis Matrix

Appendix 3: Risk Analysis Matrix on Implementation of the Strategic Plan

SN	Risk	Expected Impact	Mitigation Strategies
1.	Inadequate leadership commitment to implementation of the Strategic Plan.	It may lead to improper resource resources allocation	Promote participatory planning management and implementation plan
2.	Failure to adequately monitor and evaluate implementation of the plan.	It will be difficult to know whether the plan is being achieved or not	Plans at all levels shall include monitoring and evaluation activities.
3.	Inadequate resources to implement the Plan.	It may be difficult to execute the plan fully	The UDSM plans to enhance its resources mobilisation and management efforts in response to the targets sets in this Plan.
4.	Failure of internal stakeholders to provide required cooperation.	Without this cooperation milestones and outputs might not be achieved	<ul style="list-style-type: none"> - Promote participatory planning management and implementation plan - Orient staff on the Strategic Plan and the responsibilities
5.	Misinterpretation of planned Strategic Targets (interventions)	Inadequate efforts and effectiveness in plan execution	<ul style="list-style-type: none"> - A clear communication mechanism of the strategic plan and implementation - Promote participatory planning management and implementation plan