

**UNIVERSITY OF DAR ES SALAAM**



**STUDENT ORGANISATION (DARUSO)**

**FIVE YEAR ROLLING STRATEGIC PLAN  
2025/2026-2029/2030**

**AUGUST, 2025**

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## **ABBREVIATIONS AND ACRONYMS**

AUI ECS:	Academic Under-Achievement Information, Education and Communication Service
DARUSO:	Dar es Salaam University Students' Organization
DSTS:	Directorate of Students Services
DUSO:	Dar es Salaam University Students Organization
DUSO:	Dar es Salaam University Students Organization
MUWATA:	Muungano wa Wanafunzi wa Vyuo Vikuu Tanzania
UDSM:	University of Dar es Salaam
USUD:	University College of Dar es Salaam Student Union

### **STATEMENT BY THE DARUSO PRESIDENT**

As the President of DARUSO, I am honoured to present this strategic plan, which will serve as a guide to navigating both the challenges and opportunities that lie ahead for our organization. Over the past year, we have worked tirelessly to enhance the services and support we provide to the student body. While we have made notable strides in areas such as student academic affairs, welfare, event organization, and advocacy, we have also faced significant challenges, particularly in managing cash flow and diversifying our revenue sources. Our reliance on student contributions, has created some financial instability, but we have also seen opportunities to expand to external sponsorships and other fundraising activities.

This strategic plan outlines key actions to address these challenges and leverage new opportunities for growth. We recognize the need to explore additional funding sources, such as stronger engagement with alumni, building partnerships with local businesses, and seeking governmental support, to reduce our dependency on student dues. Additionally, we are committed to improving our financial management systems, ensuring that we can better serve the needs of our students and operate with greater transparency and accountability. Our focus will also be on strengthening governance, increasing student involvement in decision-making, and delivering impactful programs and events that enrich the student experience. With the support of our members, partners, and the university administration, I am confident that DARUSO will continue to thrive, become more financially sustainable, and remain a dynamic force in representing and advancing the interests of all students at the University of Dar es Salaam and community at large. Together, we will work to ensure that DARUSO remains an organization that empowers students and fosters a thriving academic and social community. A summary of our recent operational success, as well as more details on our future aspirations, are included in this plan. I am committed to providing our efforts and resources needed to achieve our goals.

Sincerely,

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**DARUSO President**

## EXECUTIVE SUMMARY

### Introduction

The University of Dar es Salaam Students Organization (DARUSO) has a rich historical background at the University of Dar es Salaam. It is traced far back in October 1961 known as the University College of Dar es Salaam Student Union (USUD) which was formed to take care of students' affairs, interests and problems. However, this organization was considered as for elites and petty bourgeois. In the 1970s it was changed to Dar es Salaam University Students Organization (DUSO). DUSO was the first platform for student advocacy, and representation. It played a pivotal role in various socio-political movements, advocating for student rights, educational reforms, and broader societal changes. Following the 1978 students struggles, the government placed all the activities of the students under MUWATA (Muungano wa Wanafunzi wa Vyuho Vikuu Tanzania). MUWATA on the other hand, has a broader scope as it represented students from across Tanzania. It served as an umbrella organization for student unions and associations from different universities and colleges in Tanzania.

DARUSO is the sole and official representative of the students of the University of Dar es Salaam as provided for under the UDSM Charter, 2007 and approved by the University Council. It provides a platform for students to be responsible for their own welfare and promote students' governance. Every student who is registered at the University is automatically a member of this organization. The main objectives of DARUSO are to bridge the gap between students and the UDSM administration, to protect the rights of all its members, to facilitate good environment for its members to study, to coordinate and regulate all crucial matters for the students' stay at the University, to promote peace, love, respect and cooperation amongst the University community and in the neighbourhood, to create networking with other Universities within the country and beyond.

This is the first DARUSO Strategic Plan since the establishment of the Association. For over period the Association has been running its operations without a Strategic Plan. Some of the benefits of the plan are: (i) To provide a clear direction and focus of DARUSO activities and initiatives for the coming five years, 2025/2026 – 2029/2030; (ii). Enhance student representation in institutional decision-making. (iii) Promote student welfare and academic success through programs, advocacy, and services, (iv)strengthen internal governance by improving transparency, accountability, and efficiency, (v)Foster inclusive student engagement across academic, cultural, and social dimensions. (vi) Build strategic partnerships with university leadership, external stakeholders, and other student bodies and (vii) Develop leadership capacity among students through training and participatory initiatives.

### Mission, vision and core values

**Vision:** *To be a leading students' organization across and beyond the country in advocating rights and promoting the academic excellence and welfare of its members and community at large*

**Mission:** To represent and empower students by advocating for their rights, supporting academic and personal development, promoting inclusive welfare programs, and fostering leadership, innovation, and service to the wider community.

**DARUSO Core Values:** To achieve its Vision, DARUSO will be guided by the following seven (7) core values: Transparency (T), Equality (E), Solidarity (S), Accountability (A), Integrity (I), Creativity (C) and Justice (J)

## **Methodology**

Preparation of the DARUSO Strategic Plan 2025/26-2029/30 relied on a participatory and consultative approach. At first, various documents and reports were reviewed and analysed in order to establish the critical position of the DARUSO and objectively develop a Strategic Plan. Consultations were also held with the DARUSO management team and other selected stakeholders. At the lowest stage DARUSO leaders developed a draft that was reviewed by the experts from the Directorate of Planning, Development and Investment. It was later presented in the respective organs for approval.

## **Strategic Objectives**

Objective A: Students' academic Affairs Improved

Objective B: Career Guidance Increased

Objective C: DARUSO Visibility and Community Outreach Improved

Objective D: Gender Mainstreaming Enhanced

Objective E: Internet Connectivity among Students Enhanced

Objective F: Health Status of DARUSO Members Improved

Objective G: DARUSO Revenue Collection Improved

## **Monitoring and Evaluation**

The successful implementation of this Plan requires an effective Monitoring, Evaluation and Reporting (ME&R) system. DARUSO will put in place a system that seeks to monitor, evaluate and report on progress towards planned objectives and provide feedback on the status of implementation for informed decision-making. Monitoring shall be conducted quarterly, while evaluation will be done annually, at mid-term and at the end of the strategic plan period. The Monitoring and Evaluation (M&E) of the Strategic Plan (SP) is therefore designed to ensure effective and efficient implementation of the plan and sustainability of the intended impacts. The M&E system is instituted as a review mechanism to monitor progress and assess outcomes compared to the original objectives, targets or expectations. Section four of this SP explain in detailed the steps of monitoring and evaluation.

## **SECTION ONE: INTRODUCTION**

### **1.1. Preamble**

This chapter gives a short description of The University of Dar es Salaam Students Organization (DARUSO) historical background, mandate, roles and functions, purpose of the plan, approach adopted, layout and structure of the document.

### **1.2. Historical Background**

The University of Dar es Salaam Students Organization (DARUSO) has a rich historical background at the University of Dar es Salaam. It is traced far back in October 1961 known as the University College of Dar es Salaam Student Union (USUD) which was formed to take care of students' affairs, interests and problems. However, this organization was considered as for elites and petty bourgeois. In the 1970s it was changed to Dar es Salaam University Students Organization (DUSO). DUSO was the first platform for student activism, advocacy, and representation. It played a pivotal role in various socio-political movements, advocating for student rights, educational reforms, and broader societal changes. Following the 1978 students struggles, the government placed all the activities of the students under MUWATA (Muungano wa Wanafunzi wa Vyuho Vikuu Tanzania). MUWATA on the other hand, has a broader scope as it represented students from across Tanzania. It served as an umbrella organization for student unions and associations from different universities and colleges in Tanzania.

The current students' organization, Dar es Salaam University Students Organization (DARUSO) was officially launched in 1990. DARUSO is the sole and official representative of the students of the University of Dar es Salaam as provided for under the UDSM Charter, 2007 and approved by the University Council. It provides a platform for students to be responsible for their own welfare and promote students' governance. Every student who is registered at this University is automatically a member of this organization. The main objectives of DARUSO are to bridge the gap between students and the UDSM administration, to protect the rights of all its members, to facilitate good environment for its members to study, to coordinate and regulate all crucial matters for the students' stay at the University, to promote peace, love, respect and cooperation amongst the University community and in the neighbourhood, to create networking with other Universities within the country and beyond.

DARUSO is an independent organization that comprises three (3) organs namely the Cabinet; DARUSO Judicial organ; and USRC which makes up the DARUSO parliament. The cabinet consists of the President, Vice President, Prime Minister, Ministers and Deputy Ministers. The DARUSO Board consists of the Chairpersons and Secretaries of the University Colleges/Schools/Institutes. The University Students' Representative Council (USRC) consists of Speaker, Deputy Speaker, Clerk and all University representatives who are elected by their fellows from their respective colleges/schools/Institutes and those who are appointed by the College/School/Institute Chairperson and the President of DARUSO.

### **1.3. Mandate**

According to the revised DARUSO constitution of 2024, DARUSO, in collaboration with the Dean of Students, shall have the following functions:

- a. Set up a Code of Conduct for students within the student's community,
- b. Set up mechanism for the enforcement of the Code of Conduct,
- c. Organize student services and recreation,
- d. Organize outreach programs with surrounding communities or general public,
- e. Provide public or community services,
- f. Provide peer support services to students with special needs,



- g. Represent students in appropriate University decision making organs,
- h. Set up procedure for taking complaints from the aggrieved student,
- i. Provide mentorship services to young future University students.

#### **1.4. Purpose of the Plan**

This is the first DARUSO Strategic Plan since the establishment of the Association. For over period the Association has been running its operations without a Strategic Plan

- i. To provide a clear direction and focus of DARUSO activities and initiatives for the coming five years, 2025/2026 – 2029/2030.
- ii. Enhance student representation in institutional decision-making.
- iii. Promote student welfare and academic success through programs, advocacy, and services.
- iv. Strengthen internal governance by improving transparency, accountability, and efficiency.
- v. Foster inclusive student engagement across academic, cultural, and social dimensions.
- vi. Build strategic partnerships with university leadership, external stakeholders, and other student bodies.
- vii. Develop leadership capacity among students through training and participatory initiatives.

#### **1.5. Methods and Approaches**

The strategic Plan was developed in a participatory approach. It involved multiple stages in its development. At the lowest stage DARUSO leaders developed a draft that was reviewed by the experts from the Directorate of Planning, Development and Investment. It was later presented in the respective organs for approval.

#### **1.6. Layout**

The Strategic Plan (SP) is organized in four chapters. Chapter one provides the DARUSO background information, roles and functions. It also gives an overview on the purpose of the strategic plan, and also details the methods and approaches used to develop the SP. Chapter two gives a brief description of analysis of DARUSO environment including the review of its performance and SWOC. Chapter three provides the mission, vision, and strategic objectives including targets that will enhance DARUSO to meet the expectation of all its beneficiaries in service delivery and attain DARUSO's goals. It also provides performance indicators. Chapter four gives the results framework including monitoring and evaluation model to be used to implement this SP.

## **SECTION TWO: SITUATIONAL ANALYSIS**

### **2.1. Internal Analysis**

#### **2.1.1. Regulatory Framework**

DARUSO undertakes and is committed to fulfil its responsibilities of abiding with all laws of the United Republic of Tanzania as well as University of Dar es Salaam Rules, Regulations, Policies and procedures. University of Dar es Salaam Charter of 2007 recognizes DARUSO as students' representative Organization as provided under Article 23(1) and rule 28 read together with the sixth schedule. By-Laws are made and promulgated by the Council to maintain the peaceful and orderly running of the University, and thereby protecting the University from actions which may otherwise damage its academic reputation or the good standing of the University and its members including students. All students shall comply with the Bylaws as amended from time to time.

DARUSO Constitution is the governing document that outlines the structure, functions, and regulation of the Dar es Salaam University Students Organization (DARUSO). It establishes the Framework for how DARUSO operates, including the rules and responsibilities of its members, the election process, decision making procedures, and any other pertinent rules and guidelines that govern the organization. In addition, DARUSO constitution provides for the enactment of rules and regulations including judicial regulations, election rules, and financial regulation and USRC regulations.

#### **2.1.2. Financial Performance Review**

The primary revenue sources for DARUSO are student contributions, sponsorships, and fundraising activities. In this case student contributions remain the largest sources of DARUSO financing, fundraising efforts and sponsorships can as well be considered to be potential areas for fund raising. However, there have been challenges with inconsistent cash flow, primarily due to delayed student payments, which has affected the organization's liquidity. In this case for the past five years, DARUSO has not been able collect its revenues as budgeted. On average, there has been a deficit which is caused by several reasons including lack of fundraising strategies.

On the expenditure side, a significant portion of funds has been allocated to student welfare services, event management, and administrative costs. While spending on cultural, academic, and recreational events has increased, these events also serve as essential spending drivers. In this case, DARUSO's heavy reliance on student contributions and limited external funding sources remains a challenge for long-term financial sustainability. To improve financial health, DARUSO should focus on diversifying revenue streams, enhancing the collection of student dues, and controlling costs. By addressing these areas, DARUSO can strengthen its financial stability and continue to effectively support its student body.

#### **2.1.3. Student Social Services Status**

##### **2.1.3.1. Accommodation**

From the academic year 2022/2023, the University has accommodation spaces to accommodate 11,354 students, equivalent to 29% of the total UDSM students' population of 11,354. The available accommodation facilities at UDSM include: the Mwalimu J.K. Nyerere Mlimani campus Halls, I, II, IV, V, VI, VII, Judge Julie Manning Hall (formerly Hall III), Kunduchi Hostel, Mabibo Hostel located about four kilometres from the University, Water Resources apartments, Dr. J.P.J. Magufuli Hostel, Mikocheni Hostel, Ubungu Hostel, CoICT Hostel and Kunduchi Hostel. The accommodation space expanded to 11,354 in the year 2023. UDSM however puts more efforts to expand accommodation spaces within the campus.

The accommodation matters are regulated by Students By-Laws (2021), accommodation contracts, Students Accommodation Policy (2022) and UDSM Policy on Disability and Special Educational Needs (2022). The Accommodation Policy provides for guidelines and framework for provision and management of accommodation services to students at the Mwalimu J.K. Nyerere Mlimani Campus. The policy stipulates guiding principles for establishment, provision and regulating students' accommodation within and outside campus by providing guidance for maintaining peaceful environment conducive for learning and living.

However, special needs students fail to get specialized rooms with amenities suitable for their needs. There is no facility for students who need to stay with spouses and children and nursing mothers miss a place to keep their babies while attending classes. The policy also did not address accommodation matters for students with disability.

#### **2.1.3.2. Guidance and Counselling Services**

The University of Dar es Salaam has made a significant step by developing and implemented UDSM Guidance and Counselling Perspectives, Policy, and Procedures (2018). The UDSM Counselling Unit under DSS facilitates the provision of formal guidance and counselling services to staff and students to enable them to address challenges they face and to support them to realize their potential. The UDSM Guidance and Counselling Policy identifies some of the key areas addressed that may result in students needing guidance and counselling services. The counselling issues addressed include psychosocial, academic, health, economic and financial concerns and legal issues. The Counselling Unit works closely with the Guidance and Counselling Liaison Committees and focal persons from colleges, schools, institutes, directorate, centres and major departments. Hence, the University is committed to offer formal Guidance and Counselling services. UDSM has in place plans for recruiting additional professional counsellors to cope with the increased demand.

#### **2.1.3.3. Career Guidance**

Career guidance services at UDSM are being provided by the Directorate of Students Services, academic departments and the UDSM Counselling Unit which is under the Directorate of Social Services. These offices, apart from other activities, help students to make informed decisions about their career paths and connect them with potential employers through providing them with a wide range of services, including career counselling, job fairs and internships as well as professional development sessions. UDSM is being encouraging job creation initiatives among students and facilitates placement opportunities for students. Despite the need to provide career guidance services to students, the guidance is not effectively implemented as it faces challenges as follows: many students are unaware of the existence and the availability of career guidance services and lack of an integrated database where graduates can update their profiles on job placements or success in their chosen career paths.

#### **2.1.3.4. Healthcare Services**

The University of Dar es Salaam offers curative and preventive healthcare services to its students, staff and the community in general through University Hospital and its auxiliaries. Services offered include general and specialised clinics, laboratory services, eye and optical services, Reproductive and Child health Services Maternity services Dental and oral services, major operation/ surgical services, Diagnostic (Laboratory and Radiology) Services, Care and treatment services for People living with HIV/AIDS and youth friendly services. The Hospital also provides health education and promotion programmes to create awareness about preventive health measures and the importance of maintaining good health. UDSM Hospital

oversee the operation of Mabibo hostel Dispensary, Institute of Marine Sciences dispensary – Zanzibar, Mineral Resource Institute Dispensaries (Dodoma and Nzega), Health post at the School of Journalism and Mass Communication (SJMC), College of Information, Communications & Technologies (CoICT) and School of Aquatic and Fisheries Technologies (SoAF). An ambulance is available in cases of emergency. All students are required to join NHIF by completing a special form, submitting their National Identification Number (NIN) to NHIF through the Office of the Dean of Students, and paying a specified amount to obtain NHIF membership cards. These cards allow students to access treatment at UDSM health facilities and other accredited health facilities nationwide.

#### **2.1.3.5. Sports and Games**

The University of Dar es Salaam has in place sports and games facilities especially for ensuring that students' time at this University is filled with excitement and life-long cherished experiences. UDSM also recognises that the quality of student experiences derives from more than academic study (UDSM Prospectus, 2022/2023). For this matter, the University encourages students to join and actively participate in activities of the students' union and use various sports and recreational facilities available, including swimming pool, cricket, athletics and soccer fields. One of strategic decisions that the University has taken was separating the academic and administrative aspects of sports and games. Establishment of the Directorate of Social Services (DSS) in 2015 led to enhanced effectiveness and efficiency when sports and games functions hitherto performed by the then Faculty of Education (FoED) under the Department of Physical Education and Sport Sciences (PESS) were shifted to DSS. A UDSM Sports and Games Policy was adopted in 2017. In lifting the sports and games spirit, UDSM has encouraged students to participate in a variety of games both for competition and recreational purposes. Within the main campus, inter-college competitions are organised annually. UDSM also participates in national and international students' sports and games tournaments including the annual competition organised by the Tanzania Universities Sports Association (TUSA). UDSM-DUCE students competition are also done each year. Efforts are under way to introduce similar competitions involving students in the Mwalimu J. Nyerere Mlimani campus and Mkwawa University College of Education (MUCE). Apart from health benefits, participation in the games increases visibility of UDSM.

While more students would wish to participate in sports and games, their enthusiasm is dampened by the deteriorating state of sports and games facilities. Increased number of students has added strain on the ageing sports infrastructure. The University has also expanded exponentially in the past few years with new campuses or sites opening in Dar es Salaam (Kijitonyama, Kunduchi, Mabibo, Ubungu) Mbeya, Bukoba, Lindi, Dodoma, Nzega, Zanzibar, Pangani and Chato. Invariably, sports and games facilities are not accorded a high priority in the construction of new campuses outside Dar es Salaam. People with disability have very limited chances of participating in sports and games due to lack of adapted playgrounds and equipment.

#### **2.1.3.6. Safety and Security**

Safety and security are bedrock and prerequisites for accomplishment of students' affairs and of profound necessity for attainment of students' well-rounded development. However, the safety and security of students on campus, on their way from their places of residence to the University and back as well as outside the University becomes imperative. There are reported cases of students attack and robbery especially along areas bordering forests, on their way back to their places of residence outside the campus and even in their rented rooms outside the University. Also, although UDSM assures accommodation for all students with special needs,

their safety in the halls of residence, on the roads and in classes is still a challenge.

#### **2.1.3.7. Transport Services**

UDSM currently, provides transport services to only students who reside at Mabibo hostel that is coordinated by DARUSO and DSTS. Students who reside in Magufuli Hostel usually walk to and from the UDSM main campus and few use tricycles. Whereas those who stay at other hostels and in rented houses uses public transport. This situation poses mobility challenges to the students especially at night, during rain and on examinations seasons. Regarding students with special needs, the University of Dar es Salaam has five working tricycles with five male drivers to support on campus movements of students with special needs who experience mobility challenges. However, there are three major issues to be addressed such as inaccessible environment, inaccessibility of tricycles to students with physical impairment who use wheelchair and lack of special car which is wheel chair accessible for students with severe physical impairment. This raises safety and gender issues because accessibility of tricycle to wheel chair users depends on male drivers who are forced to haul students including female students with physical impairment to access the tricycles. This may not only cause accident to the student, but also the situation may attract sexual harassment to female students' special needs.

#### **2.1.3.8. Catering Services**

The catering services at the University of Dar es Salaam are offered by contracted food service providers. They offer various types of food to students by providing a range of specialized menus and cater for the diverse needs of their clients at affordable prices. Despite having different range of meals, the catering services at the University of Dar es Salaam have a limited selections to cater for specific dietary needs, some cafeteria like CoET has poor environmental conditions under which food is dispensed, there is poor drainage around Cafeteria One and Two, there is inadequacy of eating places leading to long queue. For betterment and significance of safety, quality and quantity of food and services, in 2020, UDSM developed guidelines for monitoring food and services provided to all students in cafeterias.

#### **2.1.3.9. Sexuality**

The duty of the University is to protect students from sexual exploitation and abuse, gender-based violence, sexual harassment and HIV/AIDS. The University has in place various guidelines and platforms where sexuality issues are discussed and students are prepared to avoid making sexuality decisions which may have dire, life-long consequences. UDSM has established mechanisms of ensuring that students acquire life skills. Mobilizations for protection against GBV, SEA, HIV/AIDS and sexual harassment are done by peer educators who work on a voluntary basis. . Thus recognising, formalising and supporting peer educators throughout all academic units are an important step that needs to be taken.

In terms of enforcement, some aspects of sexuality are covered by the Anti-sexual Harassment Policy (2006-Revised in 2023) and Gender Policy (2021). The Anti-Sexual Harassment Policy has shown progress made since adoption of these instruments and has documented the remaining challenges including persistence of sexual harassment incidences, inadequate comprehension or perception of sexual harassment incidences, impunity or indifference towards sexual harassment, survivor limited capacity to ward-off offenders and limited understanding of reporting channels.

#### **2.1.3.10. Spiritual Affairs**

UDSM Student Affairs Policy (2000) has addressed spiritual counselling in a nutshell. The

University of Dar es Salaam through Directorate of Students Services is responsible for managing spiritual affairs. UDSM facilitates spiritual counselling services to students by using relevant spiritual leaders and spiritual counsellors. Worship and other religious activities are part and parcel of the social lives of students at the University. At the Mwalimu Julius Nyerere Mlimani Campus, there is a Mosque for Muslims and a Joint Christian Chapel where worship services are conducted. Tanzania being a secular country, all citizens, including UDSM students, have a constitutional right to practice a religion of their choice and such freedom of worship must be respected and protected. However, religious freedom is not without limits; students' religious and worship activities must be undertaken in the worship places provided by the University in accordance with relevant university rules and regulations. In addition, student use places which are not allocated for worship and other religious activities thus disturbing other students. Also increase of Christian denominations has meant that the available space allocated to CCT and TEC is not enough.

#### **2.1.3.11. Basic Utilities**

The University has strived to ensure provision of basic utilities to students to make the environment conducive for academic and social prosperity. Basic utilities including electricity, water, sanitation and internet services are not adequately provided to the fully satisfaction of students or to acceptable prevailing standards. While the number of students has quadrupled over time, most of the amenities have remained intact or even deteriorated and worn out. An ablution toilet facility was constructed in between the Academic Bridge and the Arts teaching area. This facility ameliorated the challenge of increased off-campus students who do not have access to sanitation facilities especially where the need for washing or taking a shower arises. However, this unit is inadequate and vandalism has left much of it unusable. Many toilets are not constructed to accommodate students with special needs and those with physical disability. Regarding internet connection, hotspot areas have been established where students could enjoy access to internet. However, these hotspots are few and internet connectivity is weak and unreliable. The University had opened many computer laboratories and furnished them with computers and power back-up. However, over the years, wear and tear has taken its toll on the equipment and vandalism has left many computer rooms in desperate need of replenishments. Many facilities in computer laboratories where students gained access to internet have aged and fallen out of service. Access to internet is aggravated by electricity power cuts.

In the past few years, several drinking water points were available in different spots across the University, assuring safe drinking water for students. However, this service disappeared slowly due to lack of service and replenishment. The University initiated talks with a private service provider who expressed interest in supplying purified safe drinking water to students at affordable rate. This initiative has not been fruitful and the service is still in abeyance. Some halls of residence have space for laundry services which is not used. However, in Magufuli hostel a space for laundry service has been provided.

#### **2.1.3.12. Funeral Support**

The University of Dar es Salaam through the DSTS is responsible for arrangements of funeral activities of deceased student. These arrangements include provision of coffin and flowers and transportation of the deceased body to the place of burial within Tanzania with a company of staff and student. Although UDSM does support the burial of the deceased, there is no policy and guidelines in this respect.

#### **2.1.3.13. Academic affairs**

Administratively, academic affairs at UDSM are handled through the Office of the DVC-

Academic. The most direct academic affairs include freezing of studies; postponement of studies; permission for travel; appealing process; registration process; extension of registration period and expiry of registration. Of the above issues, freezing of studies, postponement of studies and appealing process are critical. Under UDSM regulations, a student may freeze studies or registration for a specified period of time where the period does not count into the student's registration period. The maximum period for such freezing is two years. However, freezing of registration is not allowed for students during the coursework phase. Resuming studies is always sought from the office of the DVC-Academic. Students may postpone studies for a semester or a full academic year where the postponed period counts into the student's registration period. UDSM regulations allow students to postpone studies at different stages or phase of study, be it coursework, thesis or dissertation phase as per the Guidelines for Postgraduate Programme (2019). Although the DSTS currently handles most of the academic issues facing the students, students are expected to seek help from their academic advisors who are academic staff of relevant colleges, schools and institutes.

Colleges, schools and institutes are expected to follow up students' academic under-achievement related concerns that are identified by DSTS as well as by relevant students and staff unions. However, they do not deal with it until the end of the semester. In other cases, colleges, schools and institutes only participate in deciding whether a student deserves to postpone or terminate studies for reasons that they could have resolved earlier. Despite the fact that the UDSM, since 2018, recognises the role of creating awareness to students about under-achievement, academic units are yet to design, cost and implement such a programme. It is important to ensure that colleges and schools establish an Academic Under-Achievement Information, Education and Communication Service (AUIECS) as prescribed in the UDSM Counselling Policy (2018). Such services should be documented and a database should be established for this purpose. It is interesting that UDSM has more strategies on increasing enrolment of students than retention and completion of studies. Also monitoring of attendance in large classes is challenging and therefore students may use loopholes to dodge classes and hence leading to cases of incomplete coursework. At UDSM there is the UDSM Police Station that provides safety and security to the University and surrounding community. UDSM also has a dedicated Auxiliary Police Unit serving under DSS. It is charged with ensuring safety and security to students and staff. To bolster security, UDSM has also contracted out security firms to safeguard halls of residence and other sensitive areas. To fill this vacuum, UDSM adopted the Security Policy and Operational Procedures in 2020. UDSM also has fixed fire extinguishers in all halls of residences.

#### **2.1.3.14. Gender and Inclusiveness**

DARUSO – Mlimani provides equal opportunities to all students and does not discriminate on the basis of race, religion, colour, creed, nation, origin, sex, gender, age, marital status, disability or status with regard to public assistance. It also, promotes gender diversity in student leadership roles and representation within student organizations, ensuring that the voices and perspectives of all students, regardless of gender, are heard and respected. DARUSO constitution, 2024 in particular provides for special USRC posts for two female students to be elected from each College, School, Directorate, Institute and Centre; and 2 students, the Chairperson and Secretary of the Association of Disabled Students at the Mwalimu Julius Nyerere-Mlimani Campus. Also the appointment of the DARUSO Cabinet, Ministers, Deputy Ministers, Chief Secretary and Secretary or Secretaries to the Ministries shall endeavour to achieve proportionate representation as regards to gender.

DARUSO as a part of UDSM also implements the UDSM Gender Policy, Anti-Sexual

Harassment Policy (2018); there are Gender Focal Person from each College/School/Directorate and Institute who work under the UDSM Gender Help Desk and a students' Gender Club that addresses various gender issues among UDSM. DARUSO also provides support services for students who experience gender-based violence, harassment, or discrimination through reporting the incidence to the relevant UDSM organ such as the UDSM Counselling Unit, DSTS, Gender Desk, and or the Gender Desk under the UDSM Police station. However, there are still some campus facilities, such as cafeterias and accommodations that are not friendly to students with special needs therefore are not accessible by all students.

#### **2.1.4. Leadership Stability and Governance Structure**

To ensure leadership stability, DARUSO implement various strategies and practices that promote consistency and effectiveness in leadership roles some key ways in which DARUSO ensure stability including:-

- a. Established clear succession plans
- b. Leadership Training
- c. Implementing transparent governance Practices
- d. Encouraging collaboration and teamwork (Solidarity ...Forever)
- e. Regular Evaluation and Feedback Mechanism
- f. There shall be an annual audit report of DARUSO Mlimani accounts by the Chief Internal Auditor of the university. ARTICLE 27(2) (4)

#### **2.1.5. Stakeholder involvement and Good Governance**

DARUSO collaborates with many stakeholders including the legal aid committee from School of law, Dean of students (SGU) and Students in ensuring Leadership stability and good governance. DARUSO employs several strategies in collaborating and linking with various stakeholders including the following:-

##### **2.1.5.1.Consultative Meeting**

DARUSO organizes consultative meetings with Administration, Dean of students, students and other partners to address concerns/issues and collaborate in decision making processes. These meetings provide a platform for dialogue and consensus –building on issues related to leadership stability and governance.

##### **2.1.5.2.Transparency and Accountability**

DARUSO upholds principles of transparency and accountability by providing regular reports, financial disclosure and performance evaluations. This fosters trust among the stakeholders and ensures responsible leadership.

##### **2.1.5.3.Community Engagement**

DARUSO actively engages with the local community through outreach programs, such as charity, social responsibility projects, and volunteer activities. By involving community members in its initiatives, DARUSO promotes inclusivity and social cohesion.

##### **2.1.5.4.Regular Communication**

DARUSO maintains an open line of communication with stakeholders such as university administration, faculty members, students' associations, alumni and the local community. The communication ensures that all parties are informed about the organization activities, challenges and achievement.

#### **2.1.6. Human Capability**



In terms of Human Capability there is no permanency. DARUSO undertake to utilize available human power, depending on their profession for a period of one year of study, to fulfil their responsibilities. When it comes to the judiciary, which is the body vested with the powers to interpret the laws governing DARUSO, judges who are Chairpersons and General Secretaries from each college are exposed with the mandate to do the same. However, the interpretation given by the chairperson from the School of Law usually prevails as he/ she is the one with more experience in interpretation of laws. When the issue of ambiguity in interpretation of laws arises, the judiciary is directed to seek advice from the school of law (legal aid committee).

Also in cabinet members appointment, the students' government have the custom of appointing persons seems to be capable to furnish adequately the responsibilities assigned to them. Every ministry should have at least one person pursuing the course related to the ministry responsibilities. For example, (depending on the ministries elected by the president from time to time) SJMC and or CoICT is given priority in appointment for the ministry of Information and or communication + Science and technology. CoET should be given consideration in Innovation. UDSol is given priority for the Ministry of Constitution, Justice and Good Governance, the same priority is given in the Electoral Appellate Board during the period of election (composed of one member from each collage, school or institute and two members from UDSol). UDBS is given priority in Business, Planning and Investment. Apart from leaders, students from CoAF studying food science are given priority in cafeterias as food tester to control the quality of foods supplied to students.

The human capability within DARUSO Mlimani is enriched by the diverse, skills, sets and the expertise available within the University. Students involved in DARUSO gain valuable experience in leadership, decision making, communication, teamwork, problem solving and project management. Through their participation in various activities and initiatives organized DARUSO Mlimani, students have opportunities to develop their capabilities in practically while contributing to welfare and development of the university community.

#### **2.1.7. Infrastructure Status**

The infrastructure as a whole directly touches upon the essential elements that necessitate the presence of students and staff on campus. This encompasses all initiatives established, implemented, or constructed with the objective of facilitating the activities of the institution. Some infrastructures observed are;

##### **2.1.7.1. Library**

Taking into consideration the essential matter of ensuring students' presence at the university is for the acquisition of education. The library is a vital area to facilitate this objective.

Currently, the library boasts a considerable collection of books, estimated to reach 800 volumes. While these do not cover every subject comprehensively, the library's digital infrastructure, including reliable internet access, equipment, and systems, is commendably robust. Consequently, from a library-centric perspective, it is a tranquil haven. However, from a professional standpoint, it does not uniformly provide tranquillity for all. This discrepancy primarily stems from external infrastructural challenges, particularly concerning 'internet' access. Owing to the scarcity of reliable internet in many areas of the campus, the library is transforming into a refuge for internet access rather than a place for educational enrichment.

##### **2.1.7.2. Accommodation**

Accommodation is a crucial element in facilitating the accessibility of education for students. The institution has the capacity to provide accommodation for 11,144 students. The breakdown

is as follows;

- Magufuli hostels. 3,840 students.
- CoICT hostels. 240 students.
- Kunduchi hostels. 48 students.
- Mabibo hostels 4,298 Students
- Halls 2,718 students.

Considering the total student population at the University of Dar es Salaam, a majority of students are unable to secure accommodation in the university hostels.

#### **2.1.7.3. Sports and Games**

The infrastructure facilitating sports and entertainment is well-established. There are ample fields and equipment for a variety of sports activities.

#### **2.1.7.4. Transportation**

The transportation infrastructure is conducive for students residing in the Mabibo hostels, from the Mawasiliano areas to the Makumbusho through the road that cuts across the university, as well as for those living in Changanyikeni. This is due to the presence of reliable and affordable transportation infrastructure in these areas. However, in the areas from Golani to Baruti, despite the large number of students, transportation has become very expensive as motorcycles are the only means of transport available.

#### **2.1.8. Quality Assurance**

The university has continued to enhance its quality assurance and control system. We, as DARUSO, operate within the framework in the University of Dar es Salaam Quality Assurance policy and Guidelines which was approved by the University in June 2021. DARUSO adheres to established standards and best practices in the field of education and students' services like food (cafeteria), transport (shuttle), accommodation, infrastructure, and security and health services. In order to ensure quality services are provided to students, DARUSO- President appoints leaders to manage all important sectors to ensure high quality, for instance appointment of food testers in all cafeterias.

#### **2.1.9. ICT and Information Management**

There has been engagement with the students through social media including WhatsApp, twitter and Instagram, the prominent one is WhatsApp as it's the prevailing one within the community. The government has been in progress to adopt mass messaging so as to improve the reach and speed, the process halted due to minor challenges and also it was not a priority.

#### **2.1.10. Collaboration**

The university has forged profitable relationships with a number of organizations and companies like Makerere University students' guild and Fungua Trust which envisages to expose students to various youth opportunities found in EAC. Companies including Wasafi and Clouds Media Group have been excellent media partners.

### **2.2. External Analysis**

#### **2.2.1. International Context**

Currently our organization shines brighter outside our nation and it is strengthening relations for mutual benefits. The President travelled to Uganda for a state house visit and he upheld our values there. He also went to Rwanda to a conference of students' leaders to be informed of issues that needs urgent address.

### 2.2.2. National Context

We are currently out of the students' guilds federation and we solely operate at highest capacity.

### 2.3. Stakeholders Analysis

The DARUSO interacts with various stakeholders who play crucial roles in its operations, decision-making, and overall success. Each stakeholder has different interests and expectations that must be considered in the strategic plan. This stakeholder analysis therefore identifies key groups that interact with DARUSO, outlining their interests and expectations. Understanding these relationships, informs the strategies that align with stakeholder needs while ensuring smooth governance and service delivery to students.

**Table 1: Interests and Expectations of the Stakeholders**

Stakeholders	Interest	Expectations
Students	Academic excellence, conducive learning environment, welfare services, leadership development, and extracurricular activities.	<ul style="list-style-type: none"><li>• Transparent and accountable leadership.</li><li>• Effective representation in decision-making forums.</li><li>• Access to quality welfare services (accommodation, transport, healthcare, etc.).</li><li>• Opportunities for academic, professional, and leadership development.</li><li>• Social and extracurricular activities to enhance campus life.</li></ul>
UDSM Management	UDSM management is concerned with ensuring that DARUSO aligns with institutional policies, upholds discipline, and contributes positively to the academic environment.	<ul style="list-style-type: none"><li>• Cooperation with university policies and regulations.</li><li>• Constructive engagement in student affairs management.</li><li>• Promotion of a culture of discipline and academic integrity.</li><li>• Initiatives that contribute to institutional development and student success.</li></ul>
Higher Learning Institutions	Higher learning institutions have an interest to engage with DARUSO through academic collaborations, student exchange programs, joint research activities, and inter-university competitions.	<ul style="list-style-type: none"><li>• Active participation in inter-university collaborations and events.</li><li>• Contribution to academic and leadership discourse in national and regional forums.</li><li>• Support for student networking and research initiatives.</li></ul>
UDSM Employees	Faculty members and administrative staff are key stakeholders in student welfare and academic affairs. Their interests are to promote constructive engagement between students and the university administration while fostering a culture of respect and academic excellence.	<ul style="list-style-type: none"><li>• Respectful and professional interactions with students.</li><li>• Effective collaboration in academic and extracurricular activities.</li><li>• Student compliance with academic policies and disciplinary procedures.</li></ul>
Service Providers	Vendors, businesses and organizations offering goods and services (food, transport, secretarial services, etc.) to students, have interests to see stable and fair business environment.	<ul style="list-style-type: none"><li>• Fair and transparent tendering processes for service provision.</li><li>• Timely payments and contract fulfilment.</li><li>• An environment that fosters good business practices and student satisfaction.</li><li>•</li></ul>
General	The community and Government	<ul style="list-style-type: none"><li>• Student participation in community service and</li></ul>

Public Community	wants to see DARUSO to contribute positively to society through community outreach, corporate social responsibility (CSR) activities, and maintaining discipline among students.	development projects. <ul style="list-style-type: none"> <li>• Maintenance of discipline and responsible conduct in public spaces.</li> <li>• Collaboration on social and environmental sustainability initiatives</li> </ul>
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## 2.4. SWOC Analysis

This subsection reflects the Strengths, Weaknesses, Opportunities, and Challenges (SWOC) of DARUSO based on the situation analysis internally and externally.

**Table 2: SWOC Analysis**

Strengths[+]	Weaknesses[-]
<ul style="list-style-type: none"> <li>• Ability to unite students</li> <li>• Representation to the University's highest decision making boards.</li> <li>• Supervisions of all investments made under it</li> <li>• Ability to easily reach students through various mechanisms.</li> <li>• Leadership development</li> <li>• Skills Building</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate gender inclusivity</li> <li>• Electoral process challenges</li> <li>• Some issues on unity and collaboration</li> <li>• Inadequate communication and transparency</li> </ul>
Opportunities[+]	Challenges[+/-]
<ul style="list-style-type: none"> <li>• Networking opportunities</li> <li>• Investment</li> <li>• Community services</li> <li>• DARUSO-MLIMANI Often organizers community service projects that allow students to give back to the society, make a positive impact on the local community, and develop a sense of social responsibility.</li> <li>• Leadership development</li> <li>• Skills Building</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequacy of transparency</li> <li>• Deprivation of DARUSO mandate to run our project (investment, finance utilization...)</li> <li>• Bureaucratic challenge</li> <li>• Gender disparity</li> <li>• Financial constraint</li> <li>• Inadequate student engagement (e.g. lection...)</li> <li>• Time limit</li> <li>• Leadership issues (internal conflict)</li> <li>• Infrastructural issues</li> </ul>

## 2.5. Critical Issues

- Rehabilitate, renovate and improve infrastructures.
- Improving Governance and management systems.
- Strengthen organizational mandate.
- Teaching staff competency.
- Enhancing internationalization and visibility of the organization (DARUSO).
- Enhancing ICT and information management systems.
- Improving student welfare.
- Establishing and maintaining strategic and sustainable relationships with stakeholders.
- Advocating for the finishing of students center building
- Establish new scholarships in collaboration with national eminent figures
- Improving the regulatory framework of things.

- Improving teaching and learning environment.
- Enhancing the educational environment for students with disabilities.
- Improving accommodation facilities.
- Improving sports and game activities.

## **2.6. Priority Areas**

The dean of student as the key administrative officer responsible for students' welfare and discipline, plays a crucial supervisory role in guiding DARUSO toward fostering peace and harmony within the university community. DARUSO should focus on supervise conflict resolution and mediation. With the DOS supervision DARUSO WHO act as a mediator in addressing students concern and resolving interpersonal in resolving students conflicts peaceful. The dean ensure that all mediation efforts align with university policies and upholding fairness and justice.

From the above critical issues, this SP focuses on the following priorities for the next five years. The priorities are also aligned to the strategic objectives developed in the next section.

### **Promoting academic excellency**

The fundamental mission of the University of Dar es Salaam remains academic excellence and, therefore, forms the core of DARUSO's strategic agenda. As the official student body, DARUSO seeks to create a positive academic environment where students are motivated, informed, and actively engaged in their learning. In line with this strategic priority, DARUSO promotes a strong reading culture, fosters awareness of academic policies/procedures, and encourages compliance with university regulations, particularly those relating to examinations and academic conduct. Initiatives like academic forums, mentoring programs, and awareness-raising sessions are important to be implemented to reinforce the culture of excellence and encourage students to consider their studies seriously. DARUSO has to also conduct marketing campaigns to inform students about important academic procedures, such as deferral policies, course delivery procedures, and course registration protocols, so that they can make informed decisions throughout their studies. Particular emphasis will be placed on fostering time management, personal responsibility, and academic discipline. Lastly, to promote academic inclusion and equity, DARUSO will advocate for greater access to educational resources and support services.

### **Career Guidance and Student Employability**

To increase job opportunities and better prepare students for the challenging demands of the labor market, DARUSO will intensify its efforts in professional development and support for student employability. Recognizing that academic qualifications are no longer sufficient for a successful career, DARUSO see this as a priority to support initiatives that connect UDSM students with the potential labor markets. Career fairs, mentoring programs, and labor market readiness workshops play a critical role in these efforts. These initiatives introduce students to various career paths, connect them with experts from various sectors, and provide insight into realistic labor market expectations. DARUSO also implements specific capacity-building initiatives that focus on key labor market skills, like CV writing, interview techniques, digital skills, entrepreneurship, communication, and professional ethics. DARUSO seeks to develop strategic partnerships with local and international organizations to create internships, sector networks, volunteer opportunities, and graduate training programs. It also collaborates closely with the University of Dar es Salaam Career Services Centre and its alumni network to facilitate knowledge sharing and career guidance.

### **Visibility, Communication, and Community Engagement**

Improving DARUSO's visibility and communication is essential to building trust, relevance, and engagement with students and the broader university community. Effective communication makes sure that students are aware of DARUSO's services, opportunities, and initiatives, while strengthening accountability and responsiveness. To achieve this goal, DARUSO focuses on organizing relevant events such as conferences, academic sessions, public debates, and sporting events that not only bring students together but also promote intellectual interaction, talent development, and social cohesion. DARUSO will also seek to strengthen partnerships with key external stakeholders, such as governments, non-governmental organizations, private sector organizations, and international partners, to improve student access to resources, knowledge sharing, and opportunities. The development of communication platforms (including digital bulletin boards, newsletters, and email/SMS) will be prioritized to ensure timely, accessible, and inclusive communication. Furthermore, special attention will be paid to strengthening DARUSO's social media presence, offering consistent, engaging, and informative content across all platforms to reach a broader audience.

### **Gender Equality and Inclusivity**

DARUSO is committed to creating an educational environment that promotes equality, inclusion, and respect for the rights and dignity of all students. Recognizing the underrepresentation of female students in leadership and administrative positions, DARUSO prioritizes capacity-building programs that enable them to confidently assume and develop leadership roles in academic, social, and administrative settings. These programs include mentoring sessions, leadership workshops, and awareness-raising campaigns to address misconceptions, build confidence, and promote student engagement. Special attention will also be paid to implementing a gender-based violence (GBV) policy to prevent, identify, and address incidents of harassment, discrimination, and abuse within the university community. DARUSO actively promotes gender equality in all its programs and activities, ensuring gender equality, including the use of language, and equal access to resources and opportunities.

### **Digital Transformation and Internet Connectivity**

In the digital age, reliable internet access and digital infrastructure are essential for academic excellence, research, and professional development. Therefore, DARUSO prioritizes initiatives that support the digital transformation of student life at the UDSM. This includes collaborating with the university administration to improve internet infrastructure on campus, particularly in classrooms, libraries, residences, and distance learning spaces. In this way, DARUSO seeks to close the digital access gaps that hinder equitable learning and innovation. DARUSO will also collaborate with internet service providers and technology partners to offer affordable data plans, student-friendly subscriptions, and device support plans tailored to the needs of the university community. DARUSO also seeks to support efforts to digitize student services, including academic advising, forums, and grievance resolution, so that students can effectively access the online services they need. Through these efforts, DARUSO aims to create a community of digitally literate students who can thrive in a technology-based academic and professional environment.

### **Health and Well-being of Students**

DARUSO knows that student health and well-being are crucial for success in academics, and comprehensive personal development. Therefore, it is committed to improving health services across all universities. This includes engaging the University Health Center and other stakeholders in service delivery, ensuring the availability of essential medical supplies, and raising awareness among healthcare personnel on emerging health challenges. Efforts are also underway to expand preventative health education programs on communicable and non-

communicable diseases, with a focus on mental health awareness and access to psychosocial support. DARUSO is also strengthening its campaigns to combat drug and alcohol abuse, especially among first-year students and vulnerable groups, in collaboration with national health agencies, consultants, and civil society partners. Awareness programs are to be periodically implemented to promote personal and public hygiene in student residences, classrooms, and public areas. Through these coordinated efforts, DARUSO strives to create a safe, healthy, and supportive environment that enables students to thrive physically, emotionally, and academically.

### **Financial Sustainability and Revenue Mobilization**

Ensuring financial sustainability is essential for DARUSO to effectively fulfill its mission and provide quality services to its students. Recognizing the increasing demands and limitations of traditional funding sources, DARUSO is taking a proactive and strategic approach to diversifying its revenue sources. A key component of this strategy is exploring sustainable investment opportunities within the UDSM ecosystem, such as the development of income-generating projects like student dining halls, publishing services, or event management. Following consultation and approval, DARUSO will discuss with stakeholders' options for revising student association dues and ensuring the quality and transparency of services. In addition to internal activities, DARUSO is strengthening external partnerships with development partners, NGOs, academic institutions, private organizations, and government agencies to mobilize resources through grants, sponsorships, and collaborations. A structured fundraising approach is being implemented, including philanthropic events, alumni fundraising campaigns, and crowdfunding platforms for priority initiatives such as scholarships, healthcare, and academic resources.

## SECTION THREE: THE PLAN

### 3. Introduction

This chapter presents the vision, mission, motto, core values, and strategic objectives of DARUSO. It further describes the components of the DARUSO Strategic Plan that are expected to be implemented and realized in the next five (5) years from 2025/2026 to 2029/2030. The chapter further presents strategic objectives, strategies. The objectives are based on the priority areas identified during the situational analysis and the current achievements and challenges. Therefore, the vision and mission, strategic objectives, targets, and key performance indicators during the next five (5) years of this Strategic Plan will be as follows:

### 3.1. VISION, MISSION, STRATEGIC OBJECTIVES AND CORE VALUES

#### 3.1.1. Vision

“To be a leading students’ organization across and beyond the country in advocating rights and promoting the welfare of its members and community at large”

#### 3.1.2. Mission

“To represent and empower students by advocating for their rights, supporting academic and personal development, promoting inclusive welfare programs, and fostering leadership, innovation, and service to the wider community.

#### 3.1.3. Motto

The DARUSO Motto will guide all activities of the Organization  
“Solidarity Forever”

#### 3.1.4. DARUSO Core Values

To achieve its Vision, DARUSO will be guided by the following seven (7) core values: Transparency (T), Equality (E), Solidarity (S), Accountability (A), Integrity (I), Creativity (C) and Justice (J)

**Table 3: Core Values and Explanations**

Core Values	Explanations
Transparency	We will share information freely, providing explanations for decisions, and being forthcoming about intentions, motives, and potential consequences. This will foster trust, accountability, and credibility in relationships, whether they are within an organization, between individuals, or in the broader context of the community.
Equality	We belief that all individuals should be treated fairly, with the same rights, opportunities, and respect, regardless of factors such as race, gender, ethnicity, religion, socio-economic status, or any other characteristic. We emphasize the importance of eliminating discrimination, bias, and prejudice, and striving for a society where everyone has equal access to resources, opportunities, and protections under the law.
Integrity	We will serve our audience and partners in an impartial, effective, and professional way with the highest ethical standards.



Creativity	We research, create, and develop new content and programmes to serve our stakeholders and continuously seek ways to improve our work and business
Solidarity	We believe in unity, mutual support, and cooperation among members of DARUSO, especially in pursuit of common goals or in times of adversity. We are standing together in support of each other's rights, interests, and well-being, regardless of differences in background or circumstance.
Accountability	We exercise prudence in the use of public and private resources entrusted to Mlimani Media to achieve accountability.
Justice	We believe on fairness and equity in the treatment of individuals and the distribution of resources within the members and entire community. We uphold the rule of law, ensuring accountability, and protecting the rights of all people, particularly the marginalized.

### 3.2. DARUSO Strategic Objectives for FYRSP

DARUSO has adopted **Seven (7)** strategic objectives expected to be achieved in the next five years, from 2025/2026 to 2029/2030. These seven strategic objectives are expected to contribute/link to the National Development Vision 2050, UDSM Vision 2061, UDSM Five Years Rolling Strategic Plan, and other industrial policies and stakeholders' expectations. These strategic objectives together with their strategies are listed below:

#### **Objective A: UDSM Students academic performance improved**

##### **Rationale**

Improving the academic performance of students at the University of Dar es Salaam is important to improving the overall quality of education, promoting personal development, and ensuring graduates' competitiveness in the local and international labor market. Despite the University's long history of academic excellence, recent trends indicate that many students struggle to achieve success due to different factors like limited academic support, lack of familiarity with university procedures, poor time management, and underutilization of available learning resources. Addressing these issues requires a thoughtful and coordinated approach that provides students with the tools, knowledge, and motivation necessary to succeed. Based on academic excellence, DARUSO seeks to create a positive learning environment where students not only understand their responsibilities but also strive for excellence through structured guidance, accessible resources, and a strong culture of discipline and accountability. This strategic approach contributes to increased academic performance, reduced dropout rates, on-time completion, and the production of graduates who reflect the intellectual and ethical standards of UDSM.

##### **Strategies**

1. To inculcate students reading culture
2. To inculcate students reading culture
3. Increase student awareness and compliance with academic policies/procedures
4. Promote time management and personal accountability
5. Creating mechanisms for internal student knowledge exchange
6. Strengthening partnerships with external stakeholders, developing information exchange platforms
7. Modify DARUSO electoral constitution and rules for academic excellence

## **Objective B: Career Guidance Increased**

### **Rationale**

Effective career guidance plays a crucial role in helping students make informed decisions about their academic and professional futures, leading to greater satisfaction and success in their chosen careers. By providing comprehensive career guidance services, the Organisation can empower students to explore various career paths, identify their strengths and interests, and develop the necessary skills and competencies to pursue their career goals effectively. Moreover, career guidance facilitates the transition from education to employment by equipping students with the knowledge, resources, and networks needed to navigate the job market and secure meaningful employment opportunities upon graduation. Additionally, investing in career guidance aligns with the broader goals of universities to enhance student employability, alumni success, and institutional reputation, ultimately contributing to the overall success and impact of the university and its graduates in the workforce and community.

### **Strategies**

1. Conducting career fair events
2. Capacity building programs for job market and career development
3. Develop industrial linkage to enhance graduate's employability

## **Objective C: DARUSO Visibility and Community Outreach Improved**

### **Rationale**

Improving DARUSO's visibility and community outreach is essential to increase awareness of DARUSO's mission, goals, and activities among its members and the broader community, fostering a sense of belonging and engagement. By effectively communicating its initiatives and achievements, DARUSO can build trust and credibility, attracting support from students, internal and external stakeholders. Improved community outreach allows DARUSO to establish meaningful partnerships with local organizations, businesses, and government agencies, enhancing its capacity to address pressing issues and implement impactful activities. Moreover, by actively engaging with the community, DARUSO can gather valuable feedback and insights, ensuring that its initiatives are responsive to the needs and priorities of the community.

### **Strategies:**

1. Conducting visibility events (symposiums, sports, academic and many others) for students and community at large.
2. Establishing collaborations and sustainable partnerships with external stakeholders
3. Establishing information exchange platforms to address students and community interests
4. Promote and strengthen of DARUSO social media accounts to enhance communication for both internal and external stakeholders
5. Capacity building to DARUSO leaders (exchange programs, training)
6. Use of social media in updating students in different matters arisen

## **Objective D: Gender Mainstreaming Enhanced**

### **Rationale**

Enhancing gender mainstreaming among DARUSO members is crucial for fostering inclusivity, equality, and diversity. By prioritizing gender mainstreaming, DARUSO can ensure that policies, programs, and initiatives consider the needs and perspectives of all genders, promoting a more equitable and supportive environment for students. Increased gender mainstreaming facilitates the dismantling of gender biases and stereotypes, creating opportunities for individuals of all genders to thrive academically and professionally.

Moreover, by addressing gender disparities and promoting gender equality, DARUSO contribute to the overall advancement of society by preparing students to become leaders and advocates for gender equity in their future careers and communities.

### **Strategies**

1. Empower female students for leadership position (capacity building, motivation)
2. Develop Gender Based Violence policy -implementation
3. Engage both internal and external stakeholders in gender mainstreaming

## **Objective E: Internet Connectivity among Students Enhanced**

### **Rationale**

In today's digital age, access to reliable internet is essential for academic success, as it enables students to access online learning materials, participate in virtual classrooms, and engage in research activities. By improving internet connectivity, DARUSO can ensure that all students have equal opportunities to access educational resources and participate in online learning regardless of their location or socioeconomic background. Moreover, enhanced internet connectivity fosters innovation and collaboration among students, facilitating virtual group activities, online discussions, and knowledge sharing. Additionally, with the rise of remote learning and hybrid educational models, reliable internet connectivity is essential for maintaining continuity in education during times of disruption, such as natural disasters or public health emergencies.

### **Strategies**

1. Engage the University of Dar es Salaam for improved internet connectivity
2. Engage reliable internet providers at different students' premises
3. Establish a subsidy program to provide financial assistance or discounts for students

## **Objective F: Health Status of DARUSO Members Improved**

### **Rationale**

The rationale for this strategic objective of improving the health status of DARUSO members is to prioritizing the health and well-being of members. By focusing on health improvement initiatives, DARUSO can address pressing health challenges faced by its members, such as access to healthcare services, disease prevention, and health education. Additionally, improving the health status of members contributes to their overall productivity, academic performance, and personal fulfilment, thereby enhancing their ability to succeed academically and professionally.

### **Strategies**

1. Strengthen HIV/AIDS sensitization and health care service accessibility
2. Increase Drugs and Alcohol use sensitization
3. Non communicable and communicable diseases-preventive measures are taken
4. Engage stakeholders in health promotion and sensitization
5. Engage UDSM Management in building and improving sewage system
6. Creating close supervision to service providers
7. Develop interventions to enhance sanitation
8. Promoting good sanitation behaviours through various interventions and raising awareness
9. Develop and Implement a Holistic Mental Health and Wellbeing Program for UDSM Students

## **Objective G: DARUSO Revenue Collection Improved**

### **Rationale**

Improving revenue collection will ensure financial sustainability and stability for DARUSO, enabling the organisation to fulfil its mission and objectives effectively. By increasing revenue, DARUSO can expand its programs, services, and resources, thereby better serving its members and other stakeholders. Improved revenue collection also facilitates better financial planning and management, allowing DARUSO to invest in infrastructure, technology, and human resources to enhance its operational efficiency and effectiveness.

### **Strategies**

1. Diversify investment opportunities within the University
2. Increase student's union fee
3. Develop partnerships for resource mobilization
4. Develop fundraising program
5. Strengthen financial and budgetary controls

**Table 2: Strategic Matrix**

S/N	Strategic Objective	Strategies	Key Performance Indicators (KPIs)	Responsible Party
A	Academic Excellence promoted	To inculcate students reading culture	• Conduct at least 2 student reading awareness campaigns during the academic year	
			• Advocate for the establishment of at least 10 student study clubs or reading groups in each unit annually	
		Increase student awareness and compliance with academic policies/procedures	• Conduct at least 1 informational campaign per semester on UDSM academic policies and procedures	
			• Reduce reports of academic misconduct by 20% annually, in accordance with the University's disciplinary protocols.	
		Promote time management and personal accountability	• Integrate time management and personal accountability sessions into student semester training sessions	
		Creating mechanisms for internal student knowledge exchange	• Organize an Annual Academic Excellence Award for the top student in each faculty.	
			• Organize at least 4 academic forums, debates, and conferences annually	
			• Collaborate with at least 4 external speakers or academic experts each year to enrich academic discussions and develop networks	
		Strengthening partnerships with external stakeholders, developing information exchange platforms	• Search opportunities including sponsorships assisting for needy students, at least 200 students are sponsored per year	
			• Assist in securing fieldwork attachments, 1000 students obtain attachment through DARUSO per year	
			• To search for career opportunity and exchange program, at least 100 students get the opportunities through DARUSO annually	
		Modify DARUSO electoral constitution and rules for academic excellence	• GPA eligibility criteria reviewed and communicated and enforced across all constituent colleges and schools.	
			• At least two training workshops on ethics and accountability and professionalism conducted for all student leaders annually	
B	Career Guidance increased	Conducting career fair events	• Number of participating companies or organizations in DARUSO career fair events.	
			• Number of students attended the career fair.	
			• Number of capacity building workshops and seminars conducted.	

S/N	Strategic Objective	Strategies	Key Performance Indicators (KPIs)	Responsible Party
C	DARUSO Visibility and Community Outreach improved	Capacity building programs for job market and career development	• Percentage increase in participants' self-reported confidence in job market skills after attending the programs.	
			• Percentage of participants who secure employment or career advancement after capacity building.	
		Develop industrial linkage to enhance graduates' employability	• Number of partnerships established with industries for internships and mentorship opportunities.	
			• Percentage of graduates who secure employment within six months of graduation, with support from industrial linkages.	
			• Number of job placement or career advancement opportunities facilitated through industrial partnerships.	
		Conducting visibility events (symposiums, sports, academic and many others) for students and community at large.	• Number of visibility events organized per academic year.	
			• Total attendance at visibility events, including both students and community members.	
			• Percentage increase in community engagement with DARUSO after attending visibility events.	
		Establishing collaborations and sustainable partnerships with external stakeholders	• Number of new collaborations or partnerships formed with external organizations or stakeholders.	
			• Percentage increase in resources or support received from external partners as a result of collaborations.	
			• Number of joint initiatives or activities implemented with external partners, demonstrating ongoing engagement and sustainability.	
		Establishing information exchange platforms to address students and community interests	• Number of information exchange platforms launched or implemented (e.g., online forums, community newsletters, social media groups).	
			• Number of activities for students and community members on information exchange platforms	
		Promote and strengthen of DARUSO social media accounts to enhance communication for both internal and external stakeholders	• Number of followers or subscribers across DARUSO social media platforms increased (e.g., Facebook, Twitter, Instagram, LinkedIn).	
			• Number of likes, shares, comments, etc. indicating the level of interaction and interest from both internal and external stakeholders.	

S/N	Strategic Objective	Strategies	Key Performance Indicators (KPIs)	Responsible Party
		Capacity building to DARUSO leaders (exchange programs, training)	<ul style="list-style-type: none"> <li>Number of DARUSO leaders who participate in exchange programs or training sessions.</li> <li>Number of successful initiatives or activities led by DARUSO leaders following participation in capacity building programs</li> </ul>	
		Use of social media in updating students in different matters arisen	<ul style="list-style-type: none"> <li>A person responsible for social media engagement is appointed each year (communication officer)</li> <li>Regular updates of different announcements through social media like Facebook, Instagram, X(formerly Twitter), WhatsApp etc.</li> </ul>	
		Empower female students for leadership position (capacity building, motivation)	<ul style="list-style-type: none"> <li>Number of leadership training workshops or seminars specifically tailored for female students.</li> <li>Percentage increase in female student participation in leadership roles within student organizations or committees.</li> <li>Number of mentorship programs established to provide guidance and support for female students aspiring to leadership positions.</li> </ul>	
			<ul style="list-style-type: none"> <li>Number of GBV prevention and awareness programs conducted per year.</li> <li>Percentage increase in reporting of GBV incidents following the implementation of the policy.</li> <li>Number of disciplinary actions taken against perpetrators of GBV as a result of policy enforcement.</li> </ul>	
D	Gender Mainstreaming Enhanced	Develop Gender Based Violence policy - implementation	<ul style="list-style-type: none"> <li>Number of students involved in gender mainstreaming initiatives.</li> <li>Number of external stakeholders (such as community organizations, government agencies, and NGOs) collaborating on gender mainstreaming activities with DARUSO.</li> </ul>	
		Engage both internal and external stakeholders in gender mainstreaming		
E	Internet connectivity among students enhanced	Engage the University of Dar es Salaam for improved internet connectivity	<ul style="list-style-type: none"> <li>Number of meetings or discussions held with UDSM administration to discuss internet connectivity issues.</li> <li>Percentage increase in budget allocation by UDSM for internet infrastructure upgrades.</li> </ul>	

S/N	Strategic Objective	Strategies	Key Performance Indicators (KPIs)	Responsible Party
			<ul style="list-style-type: none"> <li>Number of improvements made to internet infrastructure at UDSM campuses, such as increased bandwidth or expanded Wi-Fi coverage areas.</li> </ul>	
		Engage reliable internet providers at different students premises	<ul style="list-style-type: none"> <li>Number of agreements or partnerships established with internet providers to offer services to student premises.</li> </ul>	
			<ul style="list-style-type: none"> <li>Percentage increase in the reliability and speed of internet connections at student premises following engagement with reliable providers.</li> </ul>	
			<ul style="list-style-type: none"> <li>Number of student complaints or issues resolved related to internet connectivity after engaging reliable internet providers.</li> </ul>	
		Establish a subsidy program to provide financial assistance or discounts for students	<ul style="list-style-type: none"> <li>Number of the subsidy program applied.</li> </ul>	
			<ul style="list-style-type: none"> <li>Percentage increase in the affordability of essential services for students who benefit from the subsidy program.</li> </ul>	
F	Health Status of DARUSO Members Improved	Strengthen HIV/AIDS sensitization and health care service accessibility	<ul style="list-style-type: none"> <li>Number of HIV/AIDS sensitization workshops or sessions conducted.</li> </ul>	
			<ul style="list-style-type: none"> <li>Percentage increase in the utilization of HIV/AIDS testing and counselling services.</li> </ul>	
			<ul style="list-style-type: none"> <li>Percentage increase in access to HIV/AIDS treatment and care services.</li> </ul>	
		Increase Drugs and Alcohol use sensitization programmes	<ul style="list-style-type: none"> <li>Number of drugs and alcohol use sensitization workshops conducted.</li> </ul>	
			<ul style="list-style-type: none"> <li>Percentage increase in knowledge about the risks associated with drugs and alcohol among the students</li> </ul>	
			<ul style="list-style-type: none"> <li>Number of students seeking support or treatment for substance abuse issues following sensitization programs.</li> </ul>	
		Non-communicable and communicable diseases-preventive measures are taken	<ul style="list-style-type: none"> <li>Percentage decrease in the incidence rate of target non-communicable diseases.</li> </ul>	
			<ul style="list-style-type: none"> <li>Percentage increase in vaccination coverage rates for preventable diseases.</li> </ul>	
			<ul style="list-style-type: none"> <li>Number of preventive health education campaigns conducted.</li> </ul>	
		Engage stakeholders in health promotion and sensitization	<ul style="list-style-type: none"> <li>Number of stakeholders actively involved in health promotion initiatives or campaigns.</li> </ul>	
			<ul style="list-style-type: none"> <li>Number of collaborative activities initiated with stakeholders to promote health.</li> </ul>	



S/N	Strategic Objective	Strategies	Key Performance Indicators (KPIs)	Responsible Party
		Engage UDSM Management in building and improving sewage system	<ul style="list-style-type: none"> <li>Percentage increase in budget allocation for sewage system development and improvement projects by UDSM Management.</li> </ul>	
			<ul style="list-style-type: none"> <li>Number of meetings or discussions held between UDSM Management and DARUSO to plan sewage system upgrades.</li> </ul>	
		Creating closeness supervision to service providers	<ul style="list-style-type: none"> <li>Percentage increase in sewage system capacity as a result of collaboration between UDSM Management and DARUSO</li> </ul>	
			<ul style="list-style-type: none"> <li>Number of supervisory visits or inspections conducted per month.</li> </ul>	
			<ul style="list-style-type: none"> <li>Percentage increase in compliance with service delivery standards.</li> </ul>	
		Develop interventions to enhance sanitation	<ul style="list-style-type: none"> <li>Number of quality assurance checks completed on service providers.</li> </ul>	
			<ul style="list-style-type: none"> <li>Number of sanitation improvement activities initiated or completed.</li> </ul>	
			<ul style="list-style-type: none"> <li>Percentage increase in access to improved sanitation facilities.</li> </ul>	
		Develop and Implement a Holistic Mental Health and Wellbeing Program for UDSM Students	<ul style="list-style-type: none"> <li>Reduction in the incidence of sanitation-related diseases as a result of intervention efforts.</li> </ul>	
			<ul style="list-style-type: none"> <li>At least one mental health awareness campaign conducted per semester,</li> </ul>	
			<ul style="list-style-type: none"> <li>A student mental health helpdesk or peer support group established and operational by 2025/2026</li> </ul>	
		Promoting good sanitation behaviours through various interventions and raising awareness	<ul style="list-style-type: none"> <li>Number of sanitation awareness campaigns conducted.</li> </ul>	
			<ul style="list-style-type: none"> <li>Percentage increase in knowledge about good sanitation practices among the students.</li> </ul>	
G	DARUSO Revenue collection improved	Diversify investment opportunities within the University	<ul style="list-style-type: none"> <li>Mix of different kinds of investments</li> </ul>	
			<ul style="list-style-type: none"> <li>How much investment returns change over time</li> </ul>	
			<ul style="list-style-type: none"> <li>How much money we make from different kinds of investments</li> </ul>	
		Increase students' union fee	<ul style="list-style-type: none"> <li>Total revenue generated from student union fees</li> </ul>	
			<ul style="list-style-type: none"> <li>Percentage increase in student union fee revenue compared to the previous period</li> </ul>	
			<ul style="list-style-type: none"> <li>Number of new partnerships established within a given period.</li> </ul>	

S/N	Strategic Objective	Strategies	Key Performance Indicators (KPIs)	Responsible Party
		Develop partnerships for resource mobilization	• Total monetary or in-kind value of resources mobilized through partnerships.	
			• Percentage increase in resources mobilized through partnerships compared to the previous period.	
		Develop fundraising program	• Total amount of funds raised through the fundraising program.	
			• Number of new donors acquired through the fundraising program.	
			• Percentage increase in funds raised compared to the previous fundraising period.	
		Strengthen financial and budgetary controls	• Percentage reduction in instances of budget overruns or unauthorized spending.	
			• Number of internal audits conducted per year to ensure compliance with financial controls.	
			• Percentage increase in accuracy and timeliness of financial reporting.	

## **SECTION FOUR: MONITORING, EVALUATION AND REPORTING**

### **4. Overview**

The successful implementation of this Plan requires an effective Monitoring, Evaluation and Reporting (ME&R) system. DARUSO will put in place a system that seeks to monitor, evaluate and report on progress towards planned objectives and provide feedback on the status of implementation for informed decision-making. Monitoring shall be conducted quarterly, while evaluation will be done annually, at mid-term and at the end of the strategic plan period. The Monitoring and Evaluation (M&E) of the Strategic Plan (SP) is therefore designed to ensure effective and efficient implementation of the plan and sustainability of the intended impacts. The M&E system is instituted as a review mechanism to monitor progress and assess outcomes compared to the original objectives, targets or expectations.

#### **4.1. Implementation Arrangements**

Implementation of the DARUSO Strategic Plan will be the responsibility of the Leadership of DARUSO. The President shall coordinate activities related to implementation. The President with the assistance of the Minister of Finance, on the basis of the Strategic Plan, prepare an operational plan to guide implementation of the Strategic Plan. These operational plans shall be prepared for each functional unit and act as the foundation of key effectiveness/results areas for individual employees in their annual performance contracts and thus, become a core component of employees' performance appraisal.

Furthermore, the Dean of Students shall establish a Strategic Plan Monitoring Committee (SPMC). The committee shall be composed of selected members from the office of the Dean of Students and chaired by Dean of Students and the secretariat shall be the Administrator from the office of the Dean of Students. The committee shall meet quarterly to assess implementation of Strategic Plan and provide guidance on the effective of the plan as the needs may arise. Monitoring will be instituted immediately after starting to implement this Strategic Plan. A brief quarterly Progress Report and detailed annual reports shall be prepared. See Appendix I for the format of the annual work plan. The Quarterly Report shall be in form of a table (see Appendix II for the format). The Annual report shall include a narrative report, which shall include the following contents:

1. The approved strategic objectives and their target indicators as outlined in the respective Annual Work Plan;
2. Approved strategies, activities and outputs related to the strategic objective;
3. Achievements both the qualitative and quantitative in terms of outputs, the deviations in the planned activities and outputs;
4. Constraints in implementation of the Annual Work Plan and any internal and external factors, which have affected implementation;
5. Proposed remedial actions and the way forward for solving the problems faced indicating clearly the planned activities to be carried out in the next period (six months and one year depending on the nature of the report); and
6. Financial report, which shall include all financial incomes generated (grants, internally generated and others, if any) as well as expenditures during the period of reporting.

#### **4.2. Schedule of Reports**

For the quarterly report, the following schedule of reporting will be observed:

1. Ministries to prepare performance reports on implementation of scheduled work plan activities for the intended period of the respective year. The reports will follow a

uniform format as shown in Appendix II (where the title will change accordingly) or as may be updated by the Minister of Finance.

2. Ministries to submit quarterly progress performance reports to the Minister of Finance at the latest on the 10th day after the end of the quarter.

Minister of Finance to finalise preparations of the Organisational level quarterly progress performance report by mid of the month following the reported quarter;

1. When reporting for 2nd, 3rd and last quarter, the Ministries should bear in mind that this is the cumulative report. Ministries would be required to explain how they attempted to redress them.
2. Ministries to prepare quarterly performance reports by mid-July. Ministries to prepare end of the year performance reports by end of July for immediate submission to the Minister of Finance. The report will follow a uniform format as shown in Annex I or as may be updated by the Minister of Finance.
3. The Minister of Finance will finalise preparation of the DARUSO level report for the end of the year by mid-August.
4. All reports will pass the Strategic Planning Monitoring Committee (SPMC) for approval.
5. Minister of Finance will produce a fully rolled over Strategic Plan of the next years annually by taking into account relevant environmental contexts of that particular juncture, which have merit to be incorporated in the Strategic Plan. Also, the Minister of Finance will produce an operating plan for the next year by end of August.

#### **4.3. Evaluation of the Plan**

There will be two types of evaluation of the Strategic Plan. Once every two years using internal evaluators and another one once every three years by using an external evaluation team working with one internal evaluator not directly responsible for implementation of the Strategic Plan. The internal and external evaluations will have similar Terms of References (ToRs) and will focus on: Assessing the outcomes and whether the Strategic Plan is contributing to a better fulfilment of the Mission and Vision of DARUSO. The team will also assess adequacy of resources being mobilised to implement the Strategic Plan and determine whether or not available resources are being utilised efficiently.

The Dean of Students will approve terms of references prepared by DARUSO Leadership that will provide a clear and comprehensive guide for both evaluations. The ToRs of the two evaluations shall, in addition cover, but not be limited to, Subject of the evaluation, Methodology to be adopted, data collection procedures, sampling procedures, indicators to be used, basis for comparisons, and analysis of the field findings and evaluation of the achievements and feedback of evaluation of findings. Both the internal and external evaluators will have the mandate to decide on other additional issues to be included or evaluated and agreed by the Board in advance.

##### **4.3.1. Monitoring framework**

Monitoring shall help track progress of the implementation of the Strategic Plan, whether is on track and establish the need for any adjustments due to changes in the social, economic and political environment. The methodology of data collection shall be through the Monitoring, Evaluation and Research (M, E & R) framework for the service and done on a quarterly and annual basis. Reporting shall be done on the progress of the implementation of the Strategic Plan. The results from the analysis shall be used to inform decision-making, including taking corrective actions where deviations in implementation have been noted. The templates for

quarterly and annual reporting are summarized in Appendices I and II.

#### **4.3.2. Evaluation Framework**

The Strategic Plan will be evaluated during and after implementation to gauge the extent to which the intended results have been realized. The measures to be considered in the evaluation will include relevance, efficiency, effectiveness, sustainability and impact measures. A mid-term and end-term review will also be carried out in FY 2027/28 and 2029/30 respectively. Templates for evaluation are summarized in Annex I. The action plan and annual work plans will facilitate tracking the progress of made. In this case the final review will be conducted in (2029/2030) in order to determine whether or not the planned outputs and outcomes over the implementation period have been achieved against the indicators, and if not, what could have been the reasons for the under achievement. The review will also assess the extent to which achieved targets have contributed towards attainment of expected outcomes as well as challenges and lessons learnt over the implementation period. The DARUSO Management will be generally responsible for the execution and completion of the Strategic Plan.

#### **4.4. Assumptions, Risks and Sustainability**

Assumptions, risks, and sustainability considerations are critical components of any strategic plan of the DARUSO. For objectives of the Strategic Plan to be achieved, the following assumptions, risks and sustainability need to be closely monitored and responded to strategically by DARUSO Leadership:

##### **4.4.1. Assumptions**

Assumptions are factors or conditions that are believed to be true or likely to occur but are not within the control of the DARUSO. Some assumptions that the DARUSO strategic plan might rely on could include:

1. The leadership of DARUSO is fully committed to the strategic plan and will actively support its implementation.
2. The DARUSO leadership is committed to continuous learning and improvement, and will use feedback and lessons learned to refine its strategic approach over time.
3. Adequate financial resources will be available to execute the strategic initiatives outlined in the plan.
4. Key stakeholders, including students, University's staff and administration, will be actively engaged and supportive of the strategic plan's objectives.
5. There will be robust mechanisms in place for monitoring progress, evaluating outcomes, and making necessary adjustments to the strategic plan as circumstances evolve.
6. DARUSO will be able to collaborate effectively with other student organizations, academic institutions, government agencies, and relevant stakeholders to achieve its strategic objectives.
7. There will be open and transparent communication channels established to ensure that all stakeholders are kept informed about the progress of the strategic plan implementation.
8. DARUSO will demonstrate adaptability and agility in responding to unforeseen challenges or opportunities that may arise during the implementation process.
9. The continued stability of the DARUSO's operating environment

##### **4.4.2. Risks**

Risks are potential events or circumstances that could prevent the DARUSO from achieving its objectives or have a negative impact on its operations. Some risks that the DARUSO strategic plan might identify and address include:

1. **Financial Constraints:** Limited funding and delays in budget disbursement may hinder the execution of planned activities.
2. **Stakeholder Engagement Challenges:** Low participation from students, university management, and external partners may slow down the implementation of the Strategic plan.
3. **Regulatory and Policy Changes:** Unexpected changes in university policies or national regulations may affect planned initiatives in the strategic plan.
4. **Operational Inefficiencies:** Weak internal systems, bureaucratic processes, and lack of skilled personnel may impact implementation of the strategic plan.
5. **Technological Challenges:** Limited access to digital tools and infrastructure may affect automation and e-governance plans.

#### **4.4.3. Sustainability**

Sustainability refers to the ability of the organization to maintain its activities and achieve its objectives over the long term, taking into account environmental, social, and economic factors. Some considerations for the sustainability of the DARUSO strategic plan might include:

1. **Diversification of Funding Sources:** DARUSO will explore multiple revenue streams, including grants, sponsorships, membership contributions, and fundraising activities.
2. **Institutional Capacity Building:** Training and development programs will be implemented to enhance leadership, governance, and operational efficiency.
3. **Policy Integration:** The SP is aligned with national policies and university strategic plans to ensure institutional support.
4. **Strengthening Partnerships:** Long-term collaborations with industry, alumni networks, and development partners will be fostered.
5. **Technology Adoption:** Investment in digital solutions such as online student services, e-governance platforms, and data management systems will enhance efficiency.
6. **Environmental and Social Sustainability:** Green initiatives, resource conservation, and socially responsible programs will be integrated into activities.
7. **Robust Monitoring and Evaluation:** Regular performance reviews, impact assessments, and feedback mechanisms will be put in place to guide decision-making and continuous improvement.

By addressing these assumptions, risks, and sustainability considerations in its strategic plan, the DARUSO can enhance its ability to effectively advocating rights and promoting the welfare of its members and community at large.

## APPENDICIES

## Appendix I: Annual Work Plan Format

[illegible]

**Appendix II: Quarterly Progress Report Format**

ANNUAL PHYSICAL TARGET			IMPLEMENTATION STATUS					EXPENDITURE STATUS			REMARKS ON IMPLEMENTATION
Target Code	Target Description		Actual Progress	Estimated % Completed	Track	At Risk	Unknown	Annual Budget	Cumulative Actual Expenditure	% Spent	



## DARUSO ORGANOGRAM

