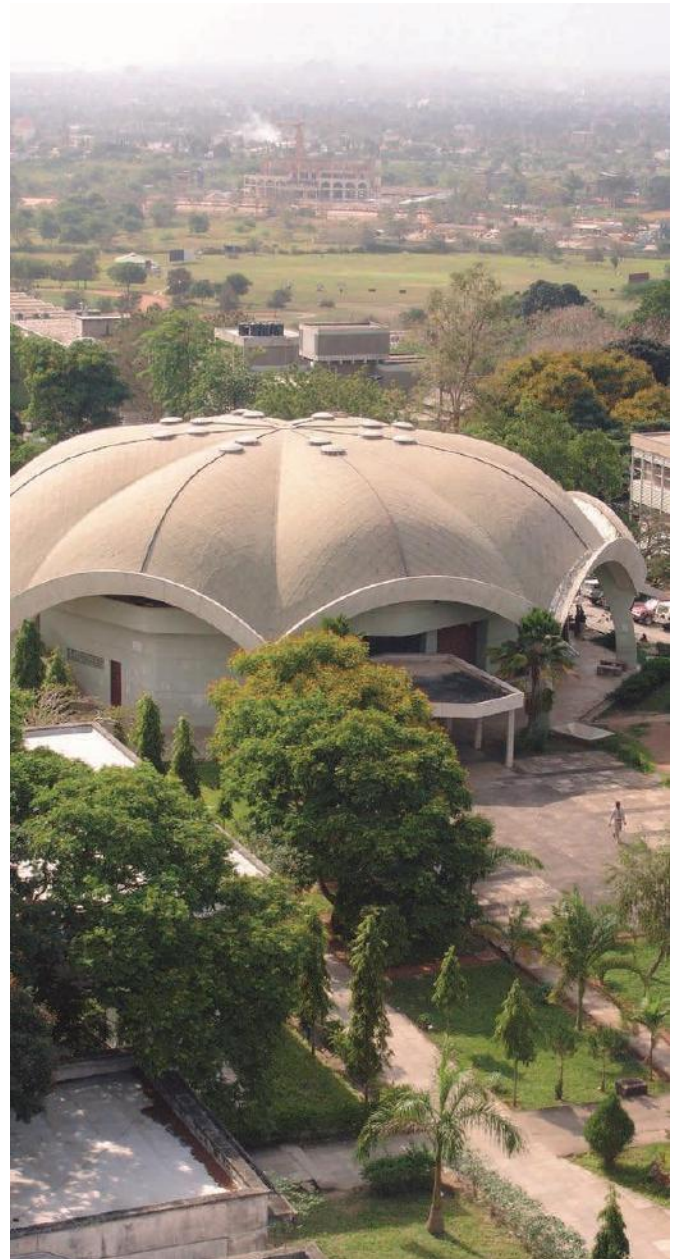


UNIVERSITY OF DAR ES SALAAM



ANNUAL REPORT
2012/2013



UNIVERSITY OF DAR ES SALAAM



Vision Statement

A leading centre of intellectual wealth spearheading the quest for sustainable and inclusive development

Mission Statement

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

Guiding Theme

The focus of the University of Dar es Salaam activities during the reporting period, continued to be guided by the following theme: "Enhanced quality outputs in teaching, research and public service"

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MESSAGE FROM THE CHANCELLOR



Ambassador Fulgence Kazaura

In the year 2012/2013, the University of Dar es Salam made leaps towards the realization of its vision of becoming a world-class University that is responsive to national, regional and global developmental needs through engagement in dynamic knowledge creation and application.

The mission of the University of Dar es Salaam is to advance the economic, social and technological development of Tanzania and beyond through excellent teaching and learning, research and knowledge exchange.

In pursuing this mission, the University has continued creating and disseminating knowledge in its varied specialities through teaching, research and public service. The University has also continued to play its part in providing social services, especially in the form of professional advice to the public and private institutions.

I am happy to state that the University is moving well in line with its Strategic Plan whose theme is "Enhanced quality outputs in teaching, research and public service". I am glad to be part of the team that is making this happening.

MESSAGE FROM THE CHAIRPERSON OF THE UDSM COUNCIL



Mr. Peter J. Ngumbullu

I am proud to be a part of the University of Dar es Salaam's achievements and aspiration over the years.

The University has continued to align itself with its Strategic Plan especially in the issue of provision of University education in the country. The annual report is a record of the path the University took as it continues to advance in its provision in training, research and social responsibility. This report provides the case on achievements realized by the University Colleges, Schools, Institutes and Directorates in the period of 2012/2013 in academics, administration and governance, research and publications and finances.

The University of Dar es Salaam is renowned for its leadership and the commitments in creating critical thinkers and problem solvers. It is focused on producing qualified graduates. These have enabled the institution to continue being the premier institution of higher learning. We invite our partners and the community to continue supporting in developing this University into a global centre of excellence.

MESSAGE FROM THE VICE CHANCELLOR



Prof. Rwekaza S. Mukandala

It is with delight that I present the 2012/2013 University of Dar es Salaam Annual Report and appreciate the University staff, students and our development partners for the great gains we have achieved. Through promoting excellence in teaching and learning, research and publications, links and collaborations and internationalization, the University has taken the lead in providing necessary knowledge and skills that will accelerate the economy of our country.

The year 2012/2013 was particularly unique for a more dignified incident. The University established a new portfolio of the Deputy Vice-Chancellor responsible for research (DVC-Rs). This marked the beginning of a major transformation of research at the University by giving research an increasing priority. It is a step towards increasing research output, ensuring the relevance of research carried out by the university and enhancing its visibility.

Despite the financial difficulties the University is experiencing, it has remained focused and determined to achieve excellence by discharging its core activities of teaching, research and public services. We have continued to play our part in providing social services, especially in the form of professional advice to public and private institutions and the entire Tanzanian community, thanks to the maximum cooperation received from staff members and students. The University was able to accomplish its mission successfully and honourably. The report provides details of activities, achievements and challenges the University faced during the academic year 2012/2013.

GOVERNANCE

The University of Dar es Salaam (UDSM) is a public institution funded by the Government of Tanzania. It is governed by the University Council, the University Charter 2007 and the Senate. The Chancellor is the Head of the University. The Vice Chancellor is the Chief Executive Academic and Administrative Officer and is assisted by the Deputy Vice Chancellor-Academic, Deputy Vice-Chancellor-Administration, and beginning 2012/2013, also by the Deputy Vice Chancellor–Research.

The Council

Members of the Council under the reporting period were:

1. Mr. Peter J. Ngumbullu Chairman of the Council
2. Hon. Judge Joseph S. Warioba Vice Chairman of the Council
3. Prof. Rwekaza S. Mukandala Vice Chancellor
4. Amb. Ami R. Mpungwe Appointee of UDSM Chancellor
5. Mrs. Rose Margreth Lugembe Appointee of UDSM Chancellor
6. Prof. Joseph A. Kuzilwa Appointee of CVCP, Tanzania
7. Dr. F. Michael Appointee of UDASA
8. Ms. Esther Mkwizu Appointee of the Council
9. Amb. Nicholas A. Kuhanga Appointee of the Council
10. Prof. J.K. Shija Appointee of the Minister, MoEVT
11. Director of Higher Education Representing Permanent Secretary, MoEVT
12. Dr. Zakia M. Abubakar Appointee of the Rev. Government of Zanzibar
13. Treasury Registrar Ministry of Finance
14. Mr. J. Rweikiza (MP) Appointee of National Assembly
15. Eng. S.M. Manyanya (MP) Appointee of National Assembly
16. Dr. Rose Mwaipopo Appointee of Senate
17. Dr. Charles Kimei Appointee of the Council
18. Ms. Mwanaidi Mtanda Appointee of the Council
19. Mr. B. Itembe Appointee of DARUSO
20. Ms. E.A. Mwamgiga Appointee of DARUSO

UDSM ACADEMIC AND ADMINISTRATIVE UNITS

During this reporting period, the academic structure of the University continued to consist of Colleges, Schools, Institutes, Departments, Centres and Bureaus, whereas the administrative structure consisted of Directorates, Major Departments and Companies, all charged with a variety of operational, administrative and coordinating functions.

Colleges, Schools and Institutes

The UDSM has two Constituent Colleges of Education, four Campus Colleges, five Schools and four Institutes as follows:

Constituent Colleges

Dar es Salaam University College of Education (DUCE), located in Dar es Salaam about 24 kilometres from the Mlimani Campus.

Mkwawa University College of Education (MUCE), located in Iringa Municipality about 500 kilometres from Dar es Salaam.

Campus Colleges

There are four campus colleges at the Mlimani Campus, namely;

College of Arts and Social Sciences (CASS)

College of Engineering and Technology (CoET)

College of Information and Communication Technologies (CoICT)

College of Natural and Applied Sciences (CoNAS)

Schools

Four schools existed in the academic year 2012/2013 as follows:

University of Dar es Salaam Business School (UDBS)

University of Dar es Salaam School of Education (UDSoEd)

University of Dar es Salaam School of Law (UDSoL)

School of Journalism and Mass Communication (SJMC) located in Mikocheni area in Dar es Salaam about 7 kilometres from the Mlimani Campus.

Institutes

During the year 2012/13, there were five specialized academic Institutes at UDSM, namely:

Institute of Development Studies (IDS)

Institute of Kiswahili Studies (IKS)

Institute of Marine Sciences (IMS)

Institute of Resource Assessment (IRA)

Confucius Institute (CI).

Directorates, Centres, Bureaus, Major Service Units, and Companies

In addition to the Colleges and Schools, UDSM had seven Directorates, five Centres, four Bureaus, two Service Departments and two Companies, as listed below:

Directorates

Directorate of Human Resources and Administration
Directorate of Knowledge Exchange
Directorate of Planning and Finance
Directorate of Postgraduate Studies
Directorate of Research
Directorate of Undergraduate Studies
Directorate of International Relations

Centres

Centre for Climate Change Studies
Centre for Continuing Education
Centre for Forced Migration
Centre for Virtual Learning
University of Dar es Salaam Entrepreneurship Centre
Technology Development and Transfer Centre

Bureaus

University Consultancy Bureau (UCB) under the Directorate of Knowledge Exchange
Quality Assurance Bureau (QAB)
Bureau for Industrial Co-operation (BICO) under the College of Engineering and Technology
Bureau of Educational Research and Evaluation (BERE) under the School of Education

Major Service Units

Dr. Wilbert Chagula University Library
Estates Department



Dr. Wilbert Chagula
University Library
Building

Companies

University of Dar es Salaam Computing Centre (UCC) Ltd.
Dar es Salaam University Press (DUP) Ltd.

ACADEMIC ACTIVITIES

During the reporting period, the University continued to fulfil one of its core missions by offering training at both undergraduate and postgraduate levels through various academic programmes. The activities were implemented using the academic units in constituent colleges, campus colleges, schools, institutes and directorates. The key academic activities carried out are detailed hereunder.

Admissions

The University admitted new entrants for undergraduate and postgraduate studies and registered the continuing students as well. The details of registered students during the period under review are as follows:

Table 1: Enrolled undergraduate students at UDSM as per academic unit, 2012/2013

Degrees Col/Sch	First Year			Second Year			Third Year			Fourth Year			Grand Total			% F
	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	
CASS	668	1165	1833	933	1075	2008	957	1265	2222				2558	3505	6063	42
CoET	90	384	474	62	418	480	46	315	361	30	308	338	228	1425	1653	14
CoICT	51	135	186	64	192	256	45	220	265	15	93	108	175	640	815	21
CoNAS	139	428	567	175	395	570	134	440	574	6	34	40	454	1297	1751	26
DUCE	117	286	403	114	127	241	150	158	308				381	571	952	40
IKS	14	11	25	12	13	25	56	34	90				82	58	140	59
MUCE	280	682	962	303	471	774	360	424	784				943	1577	2520	37
SJMC	65	56	121	92	37	129	82	52	134				239	145	384	62
SoED	72	156	228	90	110	200	84	116	200				246	382	628	39
UDBS	233	284	517	267	271	538	202	299	501				702	854	1556	45
UDSoL	91	115	206	115	87	202	81	129	210	50	67	117	337	398	735	46
Grand Total	1820	3702	5522	2227	3196	5423	2197	3452	5649	101	502	603	6345	10852	17197	37
Certificates																
CASS	19	19	38										19	19	38	50
CoICT	4	31	35										4	31	35	11
SJMC	24	13	37										24	13	37	65
UDSoL	88	266	354										88	266	354	25
Grand Total	135	329	464										135	329	464	29
Diplomas																
CASS	28	18	46										28	18	46	61
CoICT	19	76	95										19	76	95	20
Grand Total	47	94	141										47	94	141	33
Grand Total	2002	4125	6127	2227	3196	5423	2197	3452	5649	101	502	603	6527	11275	17802	37

Undergraduate studies

In year 2012/2013, the University continued to expand the enrolment of undergraduate students whereby a total number of **17,197** students were registered to pursue undergraduate studies in various degree programmes. These students were admitted at the Mwalimu Julius Nyerere Mlimani Campus which also includes those at SJMC (13,725 students which accounts for 79.8%), MUCE (2,520 students which account for 14.7%), DUCE (952 which account for 5.5%) (Table 1).

As shown in Fig. 1, out of the 17,197 undergraduate students registered at UDSM in the 2012/13 academic year, 6,345 students (equivalent to 37%) are female. The ratio of female to male undergraduate students has largely remained the same over the last couple of years (38% in 2009/10 and 39% in 2010/11). This ratio, however, is low in Sciences and Engineering disciplines (14% in Engineering, 21% in Information Technologies and 26% in Natural and Applied Sciences). More female tend to register for Kiswahili studies (59%) and Journalism and Mass Communication studies (62%). The College of Arts and Social Sciences continue to attract more students than other colleges and accounts for 35% of all admitted students at UDSM.

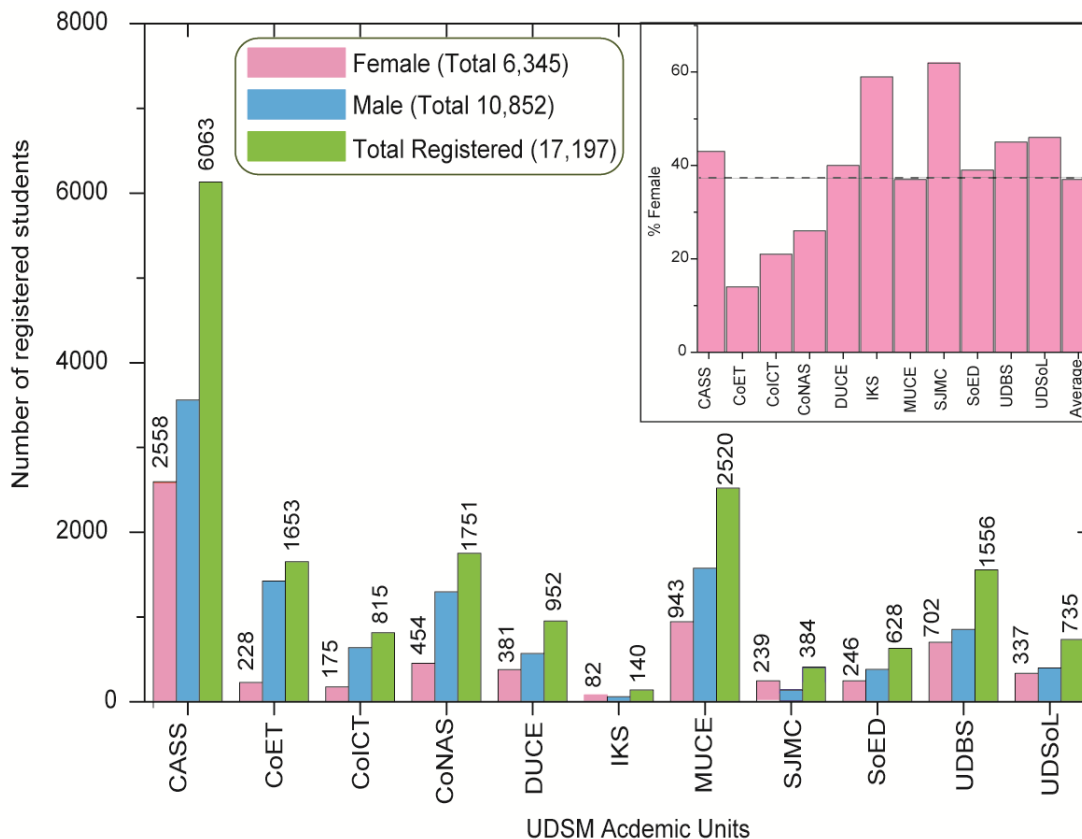


Fig. 1. The distribution of undergraduate students registered in various academic units. Also shown are percentages of female undergraduate students.

The Directorate of Undergraduate studies also processed admission of international students including 125 Rwandese students into undergraduate programmes for the academic year 2012/2013, and approved a total of 88 applications for change of degree programmes filed by first year students.

The numbers of undergraduate students enrolled into various Bachelor degree programmes at UDSM increased slightly with 15,697 students admitted in the year 2009/10, 17,059 in the year 2010/11 and 17,197 in the year 2012/13.

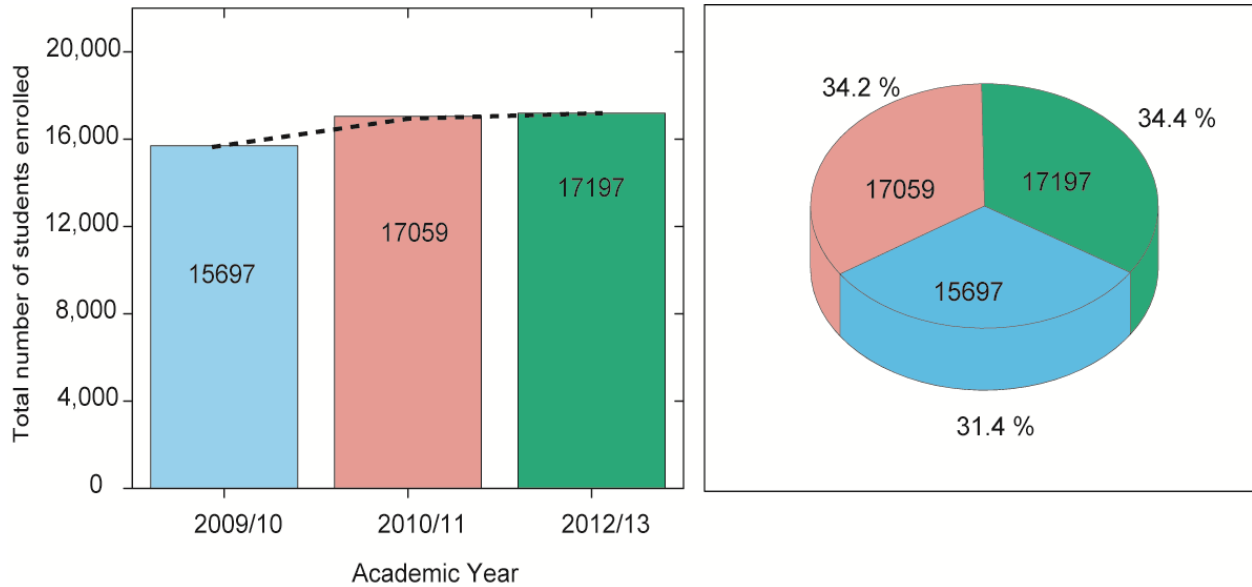


Fig. 2. Admitted students pursuing studies leading to the award of Bachelor degrees since 2009/10

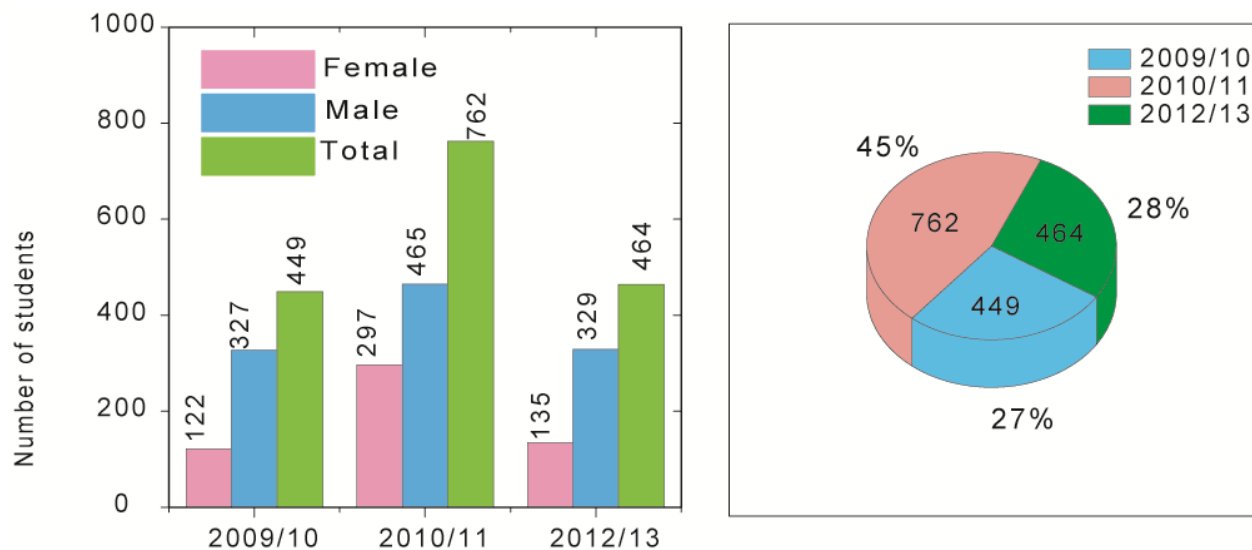


Fig. 3. Admitted students pursuing studies leading to the award of certificates since 2009/10

The University of Dar es Salaam also offers undergraduate non-degree programmes leading to the award of certificates and diplomas. In the year 2012/13, a total of 464 students (135 female and 329 male) were admitted into four certificate programmes: Certificate in Law (354 students), Journalism and Mass communication (37 students), Computer Sciences (35 students) and Cultural Heritage Management and Tour Guidance (38 students). The number of students admitted into certificate programmes decreased from 762 students in 2010/11 to 464 in 2012/13, which is more or less similar to 449 students admitted in 2009/10 (Fig. 3).

In the year 2012/13, UDSM offered two programmes leading to the award of Diplomas: Diploma in Computer Science and Cultural Heritage Management and Tour Guide. As shown in Table 1, a total of 141 students (47 female and 94 male) were admitted into Diploma programmes.

Thus, the undergraduate degree and non-degree enrolment data shows that a total of 17,802 students were registered in 2012/13. This is a slight decrease in enrolment compared to 18,049 students (10,941 male and 7,108 female) admitted in the year 2010/11 but a significant increase when compared to 16,333 students (10,131 male and 6,202 female) admitted in 2009/10.

Postgraduate Studies

In the period under review, the Directorate of Postgraduate studies registered a total number of 2509 students to pursue postgraduate diploma, Master degrees and PhD. Table 2 shows newly registered and continuing postgraduate students in the academic year 2012/13.

Table 2: Registered postgraduate students for the 2012/2013

No.	Programme	New Students		Continuing Students		Total
		Male	Female	Male	Female	
1	PhD	32	11	210	58	311
2	Masters	752	430	601	298	2081
3	Postgraduate Diploma	83	32	2	0	117
	Grand Total	867	473	813	356	2509

The admission of postgraduate students over the last three years has slightly decreased (2644 students in year 2010/11 and 2509 students in the year 2012/13) with the exception being in the year 2011/2012 where there was a sharp decrease in enrolment with only 2001 students admitted in postgraduate studies at UDSM. As shown in Fig. 4, the percentage of female postgraduate students is largely constant over the last few years (34% in 2010/11, 32% in 2011/12 and 33% in 2012/13). This is slightly lower than that of undergraduate students which ranges from 36-39% over the same period.

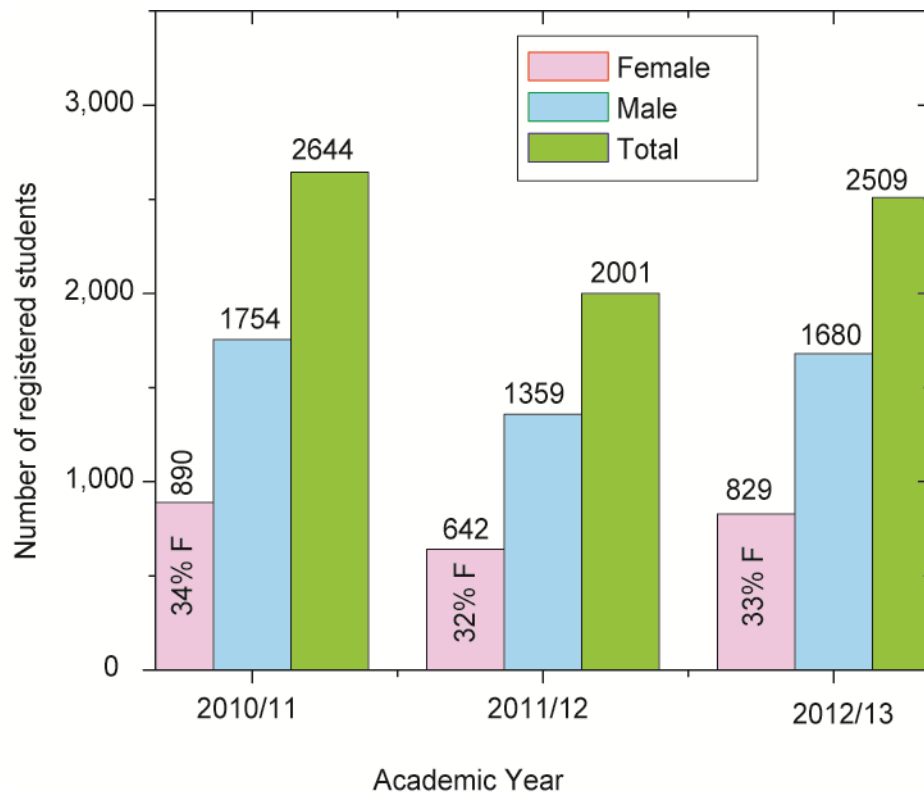


Fig. 4. Postgraduate students' admission since 2010/11 academic year

Examinations

During the period under review, the University continued to process and administer University Examinations as usual. Through its directorates of undergraduate and postgraduate studies, the examination results were presented to the Senate for approval, and later communicated to the respective students.

The Directorate of Undergraduate studies engaged external examiners and coordinated all logistical operations which included the process of identifying, listing and approving External Examiners for the 2012/2013 academic year and made logistical preparations for their engagement, including preparation of letters of appointment, hotel reservations and flight bookings.

Graduation

In the reporting period, the University of Dar es Salaam Main Campus graduated a total of **4,330** students (4,077 in first degree, 62 in Diploma and 191 in Certificates) during its 42nd Graduation Ceremonies which took place in two sessions, 27th October 2012 and 3rd November 2012.



University officials during the 42nd graduation ceremony in Mlimani City Hall

The first batch constituted postgraduate degrees and undergraduate students from CASS and UDSOL. The second batch constituted undergraduate students from all other academic units of the University. Furthermore, **886** students graduated at DUCE whereas **703** students graduated at MUCE. This makes a total of **5,919** students who graduated at UDSM during the reporting period.

The number of postgraduate students who graduated during the 42nd graduation ceremonies was **936** as shown in Table 3. The number of postgraduate students graduated increased by 15.8% compared to the previous year 2011 where the total number of students graduated was 808.

Table 3: Postgraduate graduation figures

No.	Programme	Male	Female	Total
1	PhD	21	9	30
2	Masters	493	254	747
3	Postgraduate Diploma	122	37	159
	Total	636	300	936

Academic Programmes

The University continued to improve the quality of existing programmes through monitoring and evaluation. In order to sustain the market demands and to cater for national development requirements, the University designed new programmes. During the reporting period, the UDSM Senate approved 5 new undergraduate degree programmes which are:

- (i) Bachelor of Science in Petroleum Engineering
- (ii) Bachelor of Science in Petroleum Geology
- (iii) Bachelor of Science in Petroleum Chemistry
- (iv) Bachelor of Science in Meteorology
- (v) Bachelor of Science in Aquatic Science and Fisheries

This initiative added to the existing 79 programmes and thus making a total of 84 undergraduate programmes leading to the award of Bachelor's degrees as shown below:

COLLEGE OF ARTS AND SOCIAL SCIENCES (CASS)

1. B.A. in Archaeology
2. B.A. in Heritage Management
3. B.A. in Fine and Performing Arts
4. B.A. in Language Studies
5. B.A. Literature
6. B.A. in History
7. B.A. in History and Archaeology
8. B.A. in History and Political Science
9. B.A. in Economics
10. B.A. in Culture and Heritage
11. B.A. in Economics and Statistics
12. B.A. in Geography and Environmental Studies
13. B.A. in Sociology
14. B.A. in Sociology and Philosophy
15. B.A. in Statistics
16. B.A. in Political Science and Public Administration
17. B.A. in Political Science and Language
18. B.A. in Political Science and Philosophy
19. B.A. in Political Science and Sociology
20. B.A. with Education

COLLEGE OF ENGINEERING AND TECHNOLOGY (CoET)

21. B.Sc. in Chemical and Process Engineering
22. B.Sc. in Civil Engineering
23. B.Sc. in Civil and Structural Engineering
24. B.Sc. in Civil and Transportation Engineering
25. B.Sc. in Civil and Water Resources Engineering
26. B.Sc. in Electrical Engineering
27. B.Sc. in Electrical Power Engineering
28. B.Sc. in Electro-Mechanical Engineering
29. B.Sc. in Food and Biochemical Engineering
30. B.Sc. in Industrial Engineering and Management
31. B.Sc. in Mechanical and Industrial Engineering
32. B.Sc. in Metallurgy and Mineral Process Engineering
33. B.Sc. in Mining Engineering
34. B.Sc. in Textile Engineering
35. B.Sc. in Textile Design and Technology
36. B.Sc. in Petroleum Engineering

COLLEGE OF NATURAL AND APPLIED SCIENCES (CoNAS)

37. B.Sc. in Actuarial Science
38. B. Sc in Aquatic Environmental Sciences and Conservation
39. B.Sc. in Fisheries and Aquaculture
40. B.Sc. in Applied Zoology
41. B.Sc. in Botanical Sciences
42. B.Sc. in Chemistry
43. B.Sc. in Geology
44. B.Sc. with Geology

45. B.Sc. in Engineering Geology
46. B.Sc. General
47. B.Sc. in Microbiology
48. B.Sc. in Molecular Biology and Biotechnology
49. B.Sc. in Wildlife Science and Conservation
50. B.Sc. with Education
51. B.Sc. in Petroleum Geology
52. B.Sc. in Petroleum Chemistry
53. B.Sc. in Meteorology

COLLEGE OF INFORMATION AND COMMUNICATION TECHNOLOGIES (CoICT)

54. B.Sc. in Computer Science
55. B.Sc. with Computer Science
56. B.Sc. in Electronic Science and Communication
57. B.Sc. in Computer Engineering and Information Technology
58. B.Sc. in Telecommunications Engineering

UNIVERSITY OF DAR ES SALAAM BUSINESS SCHOOL (UDBS)

59. B.Com. in Accounting
60. B.Com. in Banking and Financial Services
61. B.Com. in Finance
62. B.Com. in Human Resources Management
63. B.Com. in Marketing
64. B.Com. in Tourism and Hospitality Management
65. Bachelor of Business Administration (BBA)

UDSM SCHOOL OF EDUCATION (UDSoED)

66. B.Ed. in Adult and Community Education
67. B.Ed. in Commerce
68. B.Ed. in Early Childhood Education
69. B.Ed. in Physical Education and Sport Sciences
70. B.Ed. in Psychology

UDSM SCHOOL OF LAW (UDSoL)

71. Bachelor of Laws
72. B.A. in Law Enforcement

SCHOOL OF JOURNALISM AND MASS COMMUNICATION (SJMC)

73. B.A. in Journalism
74. B.A. in Mass Communication
75. B.A. in Public Relations and Advertising

INSTITUTE OF KISWAHILI STUDIES (IKS)

76. B.A. in Kiswahili

DAR ES SALAAM UNIVERSITY COLLEGE OF EDUCATION (DUCE)

77. B.A. with Education
78. B.Ed. in Arts
79. B.Ed. in Science
80. B.Sc. with Education

MKWAWA UNIVERSITY COLLEGE OF EDUCATION (MUCE)

81. B.A. with Education
82. B.Ed. in Arts

- 83. B.Ed. in Science
- 84. B.Sc. with Education

The Senate Higher Degree Committee (Postgraduate Studies Board) discussed proposals for four new postgraduate programmes and recommended for SENATE approval. The programmes were subsequently discussed and approved by the SENATE at its 297th Meeting held on 20th December 2012. The approved programmes were:

- i. Master of Science in Climate Change and Sustainable Development (MSc. CC&SD), to be offered by the Institute of Resource Assessment (IRA) as a regular programme as well as an executive programme.
- ii. Masters of Art in Heritage Management, to be offered by the Department of History and Archaeology, College of Arts and Social Sciences (CASS).
- iii. PhD (Kiswahili) Programme, to be offered by the Institute of Kiswahili Studies (IKS).
- iv. Master of Research and Public Policy (MRPP), to be offered by the Department of Political Science and Public Administration, College of Arts and Social Sciences (CASS). This is a Regional Collaborative Programme.

The School of Law started to offer a taught LL.M in October 2012 in the following disciplines:

- (a) LL.M in Commercial and Corporate Law;
- (b) LL.M in Migration and Refugee Law;
- (c) LL.M in Taxation;
- (d) LL.M in Procedural Law and International Legal Practice;
- (e) Masters of Arts in Revenue Law and Administration.

The taught LL.M Programmes have attracted a total of 147 Students while the MA Revenue Law and Administration has 102 students, both including local and international students from Tanzania, Uganda and Kenya.

The additions of these new postgraduate programmes are in line with the UDSM Vision 2061 which envisages UDSM to become a postgraduate-oriented University with increased numbers of taught Masters and PhD programmes. During the reporting period, the UDSM offered a total of **65** Taught Master Programmes, **4** Taught PhD Programmes and **15** Postgraduate Programmes. It should be noted that every academic unit at UDSM offers Master and PhD programmes by thesis. The following are taught postgraduate programmes as offered by different academic units at UDSM in the 2012/2013 academic year:

TAUGHT MASTER PROGRAMMES

COLLEGE OF ARTS AND SOCIAL SCIENCES (CASS)

- 1. M.A. in Public Administration
- 2. M.A. in Political Science
- 3. M.A. in Strategic and Peace Studies
- 4. M.A. in Geography
- 5. M.A. in Statistics
- 6. M.A. in History
- 7. M.A. in Archaeology

8. M.A.in Fine Arts
9. M.A in Music
10. M.A. in Theatre
11. M.A. in Linguistics
12. M.A. in Economics
13. M.A. in Demography
14. M.A. in Information Studies
15. M.A. Heritage Management
16. Master of Research and Public Policy

COLLEGE OF ENGINEERING AND TECHNOLOGY (CoET)

17. M.Sc. in Water Resources Engineering
18. M.Sc. in Highway Engineering
19. M.Sc. in Structural Engineering
20. M.Sc. in Construction Management
21. Master of Integrated Water Resources Management
22. Master of Integrated Sanitation Management
23. M.Sc. in Production Engineering
24. M.Sc. in Energy Engineering
25. M.Sc. in Renewable Energy
26. Master of Engineering Management
27. M.Sc. in Power Electronics and Electrical Drives
28. M.Sc. in Power Systems and High Voltages

COLLEGE OF NATURAL AND APPLIED SCIENCES (CoNAS)

29. M.Sc. in Chemistry
30. M.Sc. in Physics
31. M.Sc. in Mathematical Modelling
32. M.Sc. in Biodiversity Conservation
33. M.Sc. in Integrated Environmental Management

COLLEGE OF INFORMATION AND COMMUNICATION TECHNOLOGIES (CoICT)

34. M.Sc. in Computer Science
35. M.Sc. in Health Informatics
36. M.Sc. in Electronics Science and Communication
37. M.Sc. in Electronics Engineering and IT
38. M.Sc. in Telecommunication Engineering

UNIVERSITY OF DAR ES SALAAM BUSINESS SCHOOL (UDBS)

39. Master of Business Administration (Full Time)
40. Master of Business Administration (Evening)
41. Master of Business Administration (Executive)
42. Master of International Business
43. Master of International Trade
44. Master in Entrepreneurship and Enterprise Development
45. Master in ICT Policy and Regulations.
46. Master of Science in International Transport and Logistics

UDSM SCHOOL OF EDUCATION (SoED)

47. M.A. in Education
48. M.A. in Applied Social Psychology
49. M.Ed. in Science Education
50. M.Ed. in Management and Administration

UDSM SCHOOL OF LAW (UDSoL)

51. Master of Law (LL.M)
52. Master of Arts in Revenue Law and Administration
53. Taught LL.M in Procedural Law and International Legal Practice
54. Taught LL.M. in Migration and Refugee Law
55. Taught LL.M. in Commercial and Corporate Law
56. Taught LL.M. IN Intellectual Property Law
57. Taught LL.M. IN Taxation Law

SCHOOL OF JOURNALISM AND MASS COMMUNICATION (SJMC)

58. M.A. in Mass Communication

INSTITUTE OF KISWAHILI STUDIES (IKS)

59. M.A. in Kiswahili

INSTITUTE OF RESOURCE ASSESSMENT (IRA)

60. M.Sc. in Natural Resource Assessment and Management
61. M.Sc. in Climate Change and Sustainable Development

INSTITUTE OF MARINE SCIENCES

62. M.Sc. in Marine Sciences

INSTITUTE OF DEVELOPMENT STUDIES

63. M.A. in Development Studies
64. M.A. in Development Management
65. M.A. in Gender Studies

TAUGHT Ph.D. PROGRAMMES

1. Ph.D. in Economics
2. Ph.D.in Political Science
3. Ph.D. in Public Administration
4. Ph.D. in Kiswahili

Postgraduate Diplomas

1. Postgraduate Diploma in Education
2. Postgraduate Diploma in Entrepreneurship and Enterprise Development
3. Postgraduate Diploma in ICT Policy and Regulations
4. Postgraduate Diploma in Microfinance
5. Postgraduate Diploma in Law
6. Specialized postgraduate Diploma in Law
7. Postgraduate Diploma in Scientific Computing
8. Postgraduate Diploma in Electronics Engineering and Information Technology
9. Postgraduate Diploma in Mass Communication
10. Postgraduate Diploma in Civil Engineering
11. Postgraduate Diploma in Mechanical Engineering
12. Postgraduate Diploma in Engineering Management
13. Postgraduate Diploma in Chemical and Process Engineering
14. Postgraduate Diploma in Environmental Engineering
15. Postgraduate Diploma in Electrical Power Engineering

Establishment of Confucius Institute



The Confucius Institute was established at the University of Dar es Salaam during the reporting period. The establishment of the Institute aims to meet the Tanzanians' growing need of understanding Chinese language, culture, technology and skills. The Institute will act as a platform for socio-political and economic exchanges and collaborations between China and Tanzania. Ultimately, this will strengthen the historic link between the two nations. Specific objectives of the Confucius Institute include the

following:

- (i) Meeting the growing demand for acquiring Chinese language skills;
- (ii) Improving the knowledge of Chinese culture in general;
- (iii) Providing professional services to the government, non-governmental organizations, the diplomatic community and the general public;
- (iv) Facilitating collaborative research programmes and projects.

Awards

During the period under review, the University offered various awards as a way of recognizing and honouring colleagues who have offered the most distinguished and dignified service to the University of Dar es Salaam and the nation. UDSM Golden Jubilee Awards was offered as part of the official closure of the 50th Anniversary celebrations where a total of 23 individuals and 7 groups were awarded.

ADMINISTRATION AND GOVERNANCE

According to University Webometric ranking system, UDSM was ranked 18th in July 2012 across Sub-Saharan Africa and in 6th position in January 2013 amongst the top 100 Universities in Africa according to the popularity ranking system (4icu.www). This excellent performance was a result of good leadership as well as the improvements that the University has made in terms of its visibility which is aided by the updated websites and the research publications in international journals.



Prof. Richard Kangalawe
Director of Research



Prof. Sylvia Shayo Temu
DVC-Research



Prof. Emrode Elisante
Director of Knowledge
Exchange

During the reporting period, the University witnessed the establishment of the third DVC position responsible for Research and Knowledge Exchange aimed at strengthening research and innovation activities of the University. The DVC – Research constitutes two Directorates, namely, Research and Knowledge Exchange. Prof. Sylvia Shayo Temu was appointed the first head of the office. Prof. Richard Y.M. Kangalawe (from IRA) and Prof. Emrode Elisante (from COET) were appointed to lead the two directorates, respectively.

The establishment of this office is part of the recommendation of the five-expert Chancellors' Visitation Panel (CVP) who found, among others, that research and consultancy functions had not received adequate attention and in fact had been downplayed in the organization structure at institutional, college, school and institute levels.

The major functions of the Office of the DVC-RKE as approved by the University Council are: (1) To provide leadership and coordination in research and knowledge exchange matters at the University; (2) To be responsible for policy formulation, review, enforcement and implementation for research and knowledge exchange functions and programmes and submit to Senate and Council for approval; (3) To provide the overall

coordination and monitoring of performance in research and knowledge exchange services at UDSM; and (4) To serve as the key link-pin between the University and industry in its broadest sense within the country and in the region as well as with the international community so that UDSM enhances its relevance and contribution to the development of the people in Tanzania and globally through research and innovations.

During the reporting period, the University Council also approved the establishment of the Directorate of International Relations. Dr. Esther W. Dungumaro (from IDS) was subsequently appointed as Acting Director of the Unit while the appointment of a substantive holder of the office took the normal course.

PARTNERSHIP AND COLLABORATION

The University network of memoranda of understanding has expanded significantly. During the reporting period, 8 new memoranda of understanding (MoUs) were negotiated and concluded. Some of the MoUs include the following.

- UDSM has entered into a collaboration agreement with the Norwegian University of Science and Technology (NTNU) and Universidade Agostinho Neto (UAN) in Angola in what is known as the ANTHEI (Angolan Norwegian Tanzanian Higher Education Initiative) programme. The MoU was signed in Arusha on 25th January 2013. In this collaboration, UDSM and UAN graduates will be undertaking postgraduate training in Petroleum Engineering and Petroleum Geosciences at NTNU. The ANTHEI programme was initiated by one cohort of ten students from UDSM going to Norway in August 2012 until July 2013 for coursework. Thereafter they will do research projects which will be run jointly with oil companies operating in the respective countries.
- The Royal Academy of Engineering (RAENG) has appointed CoET to be one of the two Hub Institutions for its programme for Enriching Engineering Education in Sub-Saharan Africa. The programme is designed to address weaknesses in engineering capacity and is aimed at (i) staff secondment schemes between academia and industry to generate close industry-academia links and develop curricula in line with the needs of local industry; (ii) a series of professional development workshops for engineering teaching staff to modernize and improve teaching methods.
- The MoU between UDSM through the Department of Chemical and Mining Engineering (CME) of CoET and African Barrick Gold PLC (ABG) has been renewed. The MoU signing ceremony took place in the UDSM Council Chamber on 7th November, 2012. Areas of cooperation include: practical training placement for students from CME Department; final year projects placement and supervision, provision of laboratory equipment and machinery; and support for curriculum development.
- The MoU between UDSM, TPDC and Schlumberger through the Department of Geology was signed in February 2013. Under this agreement, Schlumberger in collaboration with TPDC will donate and maintain the oil and gas Exploration and Production (PETREL) software which is used in modelling in oil and gas studies.
- In July 2012, the MoU between UDSM and BG Tanzania Limited (BG) was signed in which BG would donate 99 geology reference text books, 19 Global Positioning Systems (GPS) and 15 optical microscopes to the Geology Department.



Signing of the MoU between African Barrick Gold and UDSM through the Department of Chemical and Mining Engineering in 2012

Always the University has ensured that all MoU and other contractual undertakings do not impose legal obligations or seek to draw from the meagre UDSM financial resources.

HUMAN RESOURCES MANAGEMENT/DEVELOPMENT

Human Resources

The human resource at UDSM has continued to increase over the years and thus allowing the University to effectively perform its core mission (teaching, research and public service). During the reporting the period, the University had a total of **2316** members of staff (1156 Academic staff and 1160 Administrative and Technical staff). Of the 2316 staff, 735 are female (equivalent to 31.7 %) and 1581 are male. The ratio of female to male is higher in Administrative and Technical staff (37.9%) but it lowers to 25.5% in the Academic staff (Fig. 5). As the Figure shows, the ratio of Academic to Administrative staff is 1:1.

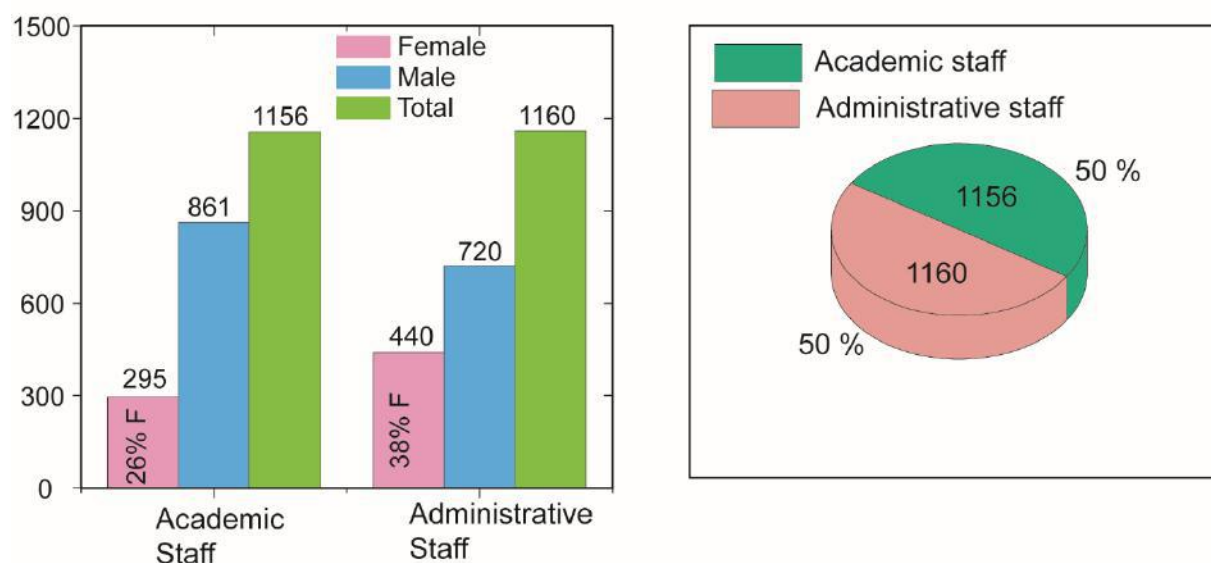


Fig. 5. Human Resources at UDSM in 2012/13

In coping with the demands of the academic staff, the University engaged 120 staff on contract basis, 5 as full-time and 105 staff as part-time lecturers. Furthermore, 17 academic members of staff retired in the reporting period.

Promotions

During the reporting period, 71 academic members of staff were promoted by the University Council (Appendix I). One member was promoted from Associate Professor to Professor whereas ten (10) members of the academic staff were promoted from Senior Lecturers to Associate Professors. Ten (10) members were promoted from Lecturers to Senior Lecturers and 21 from Assistant Lecturers to Lecturers after completion of their PhD studies, while twenty nine (29) Tutorial Assistants were promoted to Assistant Lecturers upon successful completion of their Master's Degrees (Fig. 6).

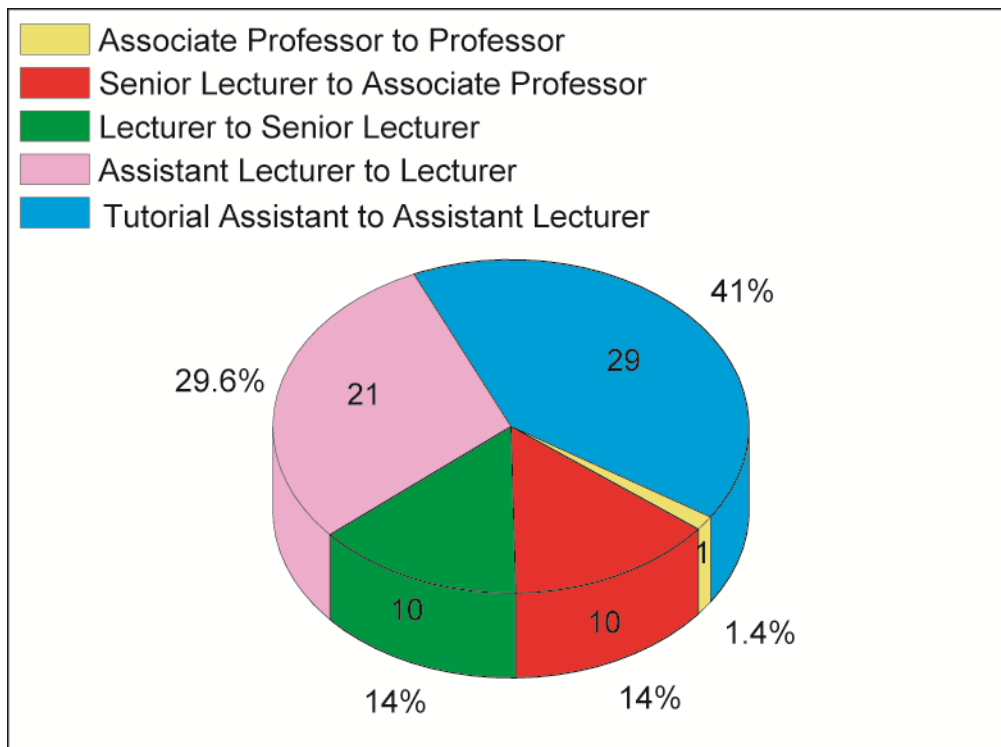


Fig. 6. Promotions for the UDSM academic staff members for 2012/13

During this period, the University also witnessed the appointment of Prof. S. Muhongo by H.E. President Jakaya Mrisho Kikwete to be a Member of Parliament and Minister for Energy and Minerals. Prior to his appointment, Prof. Muhongo was a Professor in the Department of Geology, CoNAS.

Towards the end of the academic year, Prof. Sylvia Temu was appointed the Director of Higher Education in the Ministry of Education and Vocational Training. Prior to this appointment, Prof. Temu served as the Deputy Vice-Chancellor, Research and Knowledge Exchange. Subsequent to Prof. Temu's appointment to the new position, the Vice-Chancellor, Prof. Rwekaza S. Mukandala appointed Prof. Florens D.A.M. Luoga, Acting Deputy Vice-Chancellor Research and Knowledge Exchange. Before this appointment Prof. Luoga was the Corporate Counsel and Secretary to Council (CC&STC).

The Vice-Chancellor, Prof. Rwekaza S. Mukandala, appointed Dr. Rita Alice Mwaipopo Acting Corporate Counsel and Secretary to Council to fill in the vacancy left by Prof. Luoga. Before this appointment Dr Mwaipopo was Head of Department of Economic Law in the UDSM School of Law and had acted as CC&STC on numerous occasions.

The period under review marked the end of the 2008/2009 – 2011/2012 leadership triennium for college principals, deans of schools, and directors of major administrative units and institutes. Consequently, and following search processes and

recommendations by Senate and Council, the Chancellor Ambassador Fulgence Kazaura made the appointment of Principals, Deans, Directors and Heads of Departments for the 2012/2015 triennium. The list of appointed officials is presented in Appendix II.

RESEARCH AND PUBLICATIONS

Research Projects

There have been considerable research initiatives by members of the University during the reporting period despite the non-availability of adequate research funding to many University units. Sida remained the major research sponsor at the University through the UDSM–Sida Cooperation programme (2009-2013) which continued to support 13 research programmes/projects spread in almost all the units of UDSM. Eleven groups of academic staff that were in 2011 supported to conduct research in various fields under Sida – Core Support programme continued with their research projects. Other research programmes include the NORAD sponsored Climate Change Impacts, Adaptation And Mitigation (CCIAM) and Climate Change Impacts on Ecosystem Services and Food Security in Eastern Africa (CHIESA) and the Danish sponsored Building Stronger Universities (BSU).

In addition, some of the Departments made considerable efforts in searching for alternative research funds as shown below:

- (i) The Department of Statistics received a grant from the International Labour Organization (ILO) to conduct a School of Work Transition Survey in Tanzania (SWTS–Tanzania 2012). The survey lasted from November 2012 to March 2013.
- (ii) CoET in collaboration with other local energy sector institutions, the Global Environmental Facility (GEF) through the United Nations Industrial Development Organization (UNIDO) in Tanzania received funds to conduct a study on “Mini-Grids Based on Micro Hydropower Sources to Augment Rural Electrification in Tanzania”, the project will last for four years.
- (iii) In CoNAS, the Department of Aquatic Sciences and Fisheries (DASF) started the implementation of a three year (2012 – 2014) project called “Ecosystem Approach in Small-Scale Tropical Marine Fisheries”. This project aims at using an ecosystem approach management of small-scale fisheries to enhance their contribution to poverty alleviation.
- (iv) DASF also continues to represent the University in the implementation of the Lake Victoria Environmental Management Project (LVEMP) – Phase II Project, which began in May 2009. Through this project, the tendering process to hire a contractor for rehabilitation of Kunduchi Campus water system to a tune of US\$ 47,6777.03 is in progress. Earlier agreements also indicate that the Department will be allocated a vehicle by the project.
- (v) In CoICT, the CSE and ETE departments have secured funds from the Ministry of Foreign Affairs of Finland, jointly with Universities of Aalto (Finland) and Addis Ababa (Ethiopia) for a two years research project known as NHANCE.

- (vi) Prof. Kapepwa Tambila of the Department of History and Archaeology in collaboration with Prof. Juhan Koponen of Finland has secured funding from the Finnish Academy to undertake a research on Development Amnesia for two years. The project has a training component for two MA (History) Students.
- (vii) The Centre for Educational Research and Professional Development (CERPD) through the School of Education has acquired a new exchange programme known as "African-Finnish Network for Inclusive Teacher Education (|AF|NITE)". The duration for this programme is 1/6/2013 – 31/8/2015. The AFNITE project focuses on reduction of inequality in lifelong learning.

Publications

The Institute of Marine Sciences (IMS) launched a book titled "People, Nature and Research in Chwaka Bay, Zanzibar, Tanzania". The book is a synthesis of multi-disciplinary research work conducted in the past 25 years by experts mostly affiliated to the University of Dar es Salaam and Stockholm University, Sweden.

Also on 5th December 2012, a member of academic staff, Mr. A. Rwegasira (Assistant Lecturer) launched a book titled "Land as a Human Right: A History of Land Law and Practice in Tanzania". The Guest of Honour was Honourable Professor Anna Kajumulo Tibaijuka (Minister for Lands, Housing and Human Settlements Development).

Furthermore, during the reporting period a total of 298 Journal Papers, 170 conference papers and 134 Research reports were published from the entire University as detailed in Table 4.

Table 4: UDSM Publications in 2012/2013

Unit	Journal Papers	Conference Papers	Research Reports
CASS	17	14	2
CoNAS	92	29	17
CoET	61	41	22
UDBS	16	13	0
UDSE	8	3	5
UDSL	3	20	5
CoICT	2	1	2
SJMC	0	0	0
IDS	8	3	5
IRA	20	10	12
IKS	23	18	5
IMS	18	3	46
ERB	24	10	12
Library	6	5	3
Total	298	170	134

Research Centres

In December 2012, the University Council approved the establishment of the Centre for Climate Change Studies (CCCS) whose main objective is to build climate change capacity in Tanzania and beyond. Prof. P.Z. Yanda was appointed as the first Director of the Centre.

The Department of Economics resolved to establish a research Centre to be known as the Centre for Economic Research and Policy (CERP). The proposal for formal establishment of the Centre is being prepared and shall be submitted to the College and the University Management once it is completed. Meanwhile, the Department is using Departmental research coordination framework as a Prospective Centre for Economic Research and Policy, and Dr. John Mduma serves as Interim Director.

PUBLIC SERVICES

The Department of Fine and Performing Arts in collaboration with the Ministry of Natural Resources and Tourism, Tanzania, and World Wood Society, participated in organizing a wood day symposium from 19th to 22nd March 2013. A number of activities were carried out: conference, carving competition, children drawing, and tree planting. The main theme of the conference was "Wood in Africa: Cultural Distribution, Historical Utilization and Future Sustainability."

A consultancy project to investigate the potential opportunities in seaweed aquaculture for the youth and women in Zanzibar was undertaken for 25 days in January 2013 by Dr Flower Msuya through the funding support of Food and Agriculture Organization of the United Nations (FAO). This preparatory phase was meant for (i) desk research on the aquaculture sub-sector of the country, with specific focus on the seaweed value chain; (ii) identifying and compiling a list of key ongoing initiatives/projects on seaweed in Zanzibar; (iii) identifying key people/groups along the aquaculture value chain to be surveyed/interviewed; and, (iv) design preliminary research instruments (socio-economic questionnaire, interview questions, focus group discussion guides).

During the reporting period, the College of Engineering and Technology (CoET) organized an event to launch the non-burn technology for medical waste management. The event took place at the waste disposal premises of the CCBRT Hospital in Dar es Salaam. The technology has been designed by researchers at CoET in collaboration with the Global Project Team and an international advisory committee through the support of UNDP and the Global Environment Facility (GEF) and manufactured by the Technology Development and Transfer Centre (TDTC). The technology will undergo a six-month field tests at CCBRT Hospital for further development and improvement.

UDSM ALUMNI

The University has established an advancement office whose major function is to build relationships with alumni and key potential partners by increasing awareness of the university and its value to them and to the country and fostering a culture of fundraising and giving among faculty/ staff/ alumni/ students. The office will work hand in hand with the convocation office in achieving its mission. As part of the fundraising for the development of students centre, the office was able to collect 1.473 billion during the reporting period. Furthermore, the office is following up about TShs 1.5 billion of the pledges made and expected to be paid during the coming financial year 2013/2014. The office also initiated a process to revive the Mlimani Newsletter and the first issue was released during the reporting period.

CAPITAL DEVELOPMENT

Development of Physical Infrastructure

Rehabilitation of IRA building

The University initiated the procedure for identifying a contractor for vertical extension of the Institute of Resource Assessment (IRA) building. The extension work has already started and is expected to be completed in the next financial year.

Rehabilitation of College of Information and Communication Technologies (CoICT) Kijitonyama Campus



The rehabilitation of the Kijitonyama campus continued throughout the period under review. The staff of the former SICT School are still located at the main campus and those of the former ECSE department continued using the Kijitonyama campus. With lectures at the main campus and some labs at Kijitonyama campus, there are frequent movements between the two campuses for both students and staff. The completion of the rehabilitation work and furnishing of these buildings will go a long way to solve this problem.

Phase 3 construction of the UDBS Building



The UDBS School called a meeting involving the Estates Department, the Contractor and the Consultant to deliberate on how to proceed with the construction of phase three of the UDBS building.

Acquisition of Library Materials

During the period under review, Dr. Wilbert Chagula University Library received a total of 501 copies of books through donation. Table 5 shows the summary of copies of books received and the respective donor.

Table 5: Summary of copies of books received and the respective donors

Number of Titles	Number of Copies	Donor Agency
266	270	Book Aid International (UK)
70	97	International Law Book Facility (UK)
38	76	Chinese Embassy
29	58	Nippon Foundation (Japan)
403	501	Total

The Library also received a total of 218 journals and periodicals from various donors. In order to improve the library services and accessibility to electronic and ICT services, the Library purchased the ICT related equipment, including one computer repair tool kit, 10 computer mices, one Dell server for online journal project, one UPS, one Dell server for the CCIAM project and 30 computers for OPACs and the Library Cluster Room. Through the PITRO Project, the Library purchased a more efficient server for the Online Public Access Catalogue.

During the period under review, the East Africana Research Collection received additional 726 theses and dissertations from students who graduated in 2011. The East Africana Research Collection remains a thesis repository.

Establishing a New Library

The Government of the People's Republic of China has indicated a strong intention to make a grant for the construction of a new modern library at the University of Dar es Salaam. A team of experts were dispatched to the University and had fruitful talks with the Management. On 22nd June 2013, a "Memorandum of Understanding for Investigation on the University of Dar es Salaam-China Library in Tanzania" between the University of Dar es Salaam and China IPPR International Engineering Corporation was signed. A site for the library has been agreed. The Chinese Government promised to dispatch another team of experts for a detailed technical study prior to the commencement of the project.

The envisaged Library will be bigger and better equipped than the existing one, expected to cover a floor area of 20,000 m² (the current Library has a floor area of approximately 2,000 m²). Out of these, 2,000 m² will be set aside to host the Confucius Institute which commenced its programmes at the University in March, 2013.

The Department of Computer Science and Engineering

The department initiated procurement of 40 personal computers (PCs) and 2 overhead projectors to improve teaching and learning environment using partly the OC funds and partly funds from contributions of departmental projects.

College of Natural and Applied Sciences

The College received assorted laboratory equipment from the World Bank Higher Education Science and Technology Project, aimed at improving the College's research infrastructure and output. A new teaching and office block for the Department of Aquatic Sciences and Fisheries (DASF) and Science Complex are also funded through the project.

Establishment of a Medical School at UDSM

The University of Dar es Salaam is finalising an MoU with Tianjin Medical University towards joint establishment of a Medical School at the University of Dar es Salaam. The Tanzanian Embassy in Beijing has contacted UDSM with a positive response from one of the best Medical Universities in China, Tianjin Medical University.

NEWS DIGEST

This section highlights the major events and activities that took place during the reporting period of 2012/2013.

University high profile visits and the happenings during the academic year 2012/2013

July 2012

- On 18th July 2012, Her Excellency Ellen Johnson Sirleaf, President of Liberia, visited the University of Dar es Salaam and delivered a public lecture on “the Role of Women in African Development”.



Her Excellency Ellen Johnson Sirleaf with UDSM officials on her visit to the University

The event was attended by members of the University community, government leaders, diplomats, politicians and other members of the general public. UDSM used the occasion to honour H.E. Ellen Johnson with the University of Dar es Salaam Golden Jubilee Award.

- From 17th to 20th July 2012 the University of Dar es Salaam in collaboration with the International Institute of Fisheries Economics and Trade (based in Colorado, USA), hosted an International Conference on Fisheries Economy and Trade, which was held at the Kilimanjaro Hyatt Hotel. The conference was attended by over 250 participants

from around the world. This was the first time this biannual event took place in Sub-Saharan Africa.

- The University of Dar es Salaam, including its constituent colleges of DUCE and MUCE, participated in the 2012 Dar es Salaam International Trade Fair (DITF) competition and won the second position in the category of Development of Skills. The first position in the category was won by VETA (Vocational Education and Training Authority).

October 2012

- The Institute of Kiswahili Studies (IKS) in collaboration with ACALAN and BRENDA (UNESCO) organized a three days International Conference on 50 years of Kiswahili as the language of unification which lasted from 4th to 6th October, 2012, with main theme being the Liberation and African Renaissance. 135 people attended the conference, with delegates from 20 countries.
- The University of Dar es Salaam Business School (UDBS) hosted an International Conference on the Operations Research Society for Eastern Africa in Dar es Salaam from 25th to 26th October, 2012. The conference attracted 100 academicians, practitioners and policy-makers and 35 papers were presented.
- The IKS Director attended a two days Kiswahili Colloquium in Mombasa where he was a key note speaker on October 25-27, 2012. The Colloquium was organized by the Research Institute of Swahili Studies of Eastern Africa (RISS-EA) and the National Museums of Kenya.
- On 25th October 2012, the process to put in place the UDSM Vision 2061 was launched to mark the formal closure of the 50th Anniversary celebrations that had started way back in 2010. The document will serve as a roadmap to guide UDSM in a new journey towards its 100th Anniversary. The draft of UDSM Vision 2061 will go through the consultative and approval process before it is promulgated.
- Starting 25th October 2012, two professors from Herriot- Watt University were on one year sabbatical leave at the University of Dar es Salaam. This is a part of the activities under the collaboration between the University of Dar es Salaam and Herriot-Watt University.

November 2012

- A Team of staff members from Universiti Sains Malaysia (USM) led by the Deputy Vice-Chancellor responsible for Academic and International Affairs, Prof. Ahmad S. M. Kamal visited CoET on 5th November 2012. The aim of the visit was to explore study opportunities offered by UDSM through the UDSM Global Fellowship Programme. The UDSM Team interviewed applicants who showed interest to participate in the Global Fellowship Programme.

- Being the ACALAN Focal point in Tanzania, the IKS Director, attended a Capacity Building Workshop for Kiswahili and Lingala Vehicular Cross-Border Language Commissions (CLTV) in Brazzaville, Congo from November 5-6, 2012.
- The Institute of Development Studies (IDS), in collaboration with African Presidential Archives and Research Centre (APARC) at Boston University, USA, hosted a public lecture by H.E. Mr. Rupiah Bwezani Banda on 8th November, 2012 at the Council Chamber. The title of the Lecture was "Democracy and Good Governance in Africa."
- His Excellency Thabo Mbeki, the former President of South Africa, delivered a Special Lecture on 22nd November, 2012 in Nkrumah Hall. The theme of the Lecture was "Centenary of the ANC: Prospects for Realization of the Pan Africanist Project".



His Excellency Thabo Mbeki talking to the UDSM Vice-Chancellor, Prof. Rwekaza Mukandala during his visit at UDSM.

- The Lecture was jointly organized by the University of Dar es Salaam, the Mwalimu Nyerere Foundation and the Thabo Mbeki Foundation.
- A team of officials from the Royal Academy of Engineering (RAENG) of United Kingdom, a Programme for Enriching Engineering Education in Sub-Saharan Africa consisting of Ms. Holly Wright, International Policy Advisor, RAENG and Mr. Peter Matthews, Director of Engineers Against Poverty (EAP) visited the College of Engineering and Technology (CORT) on 27th and 28th November, 2012. The aim of their visit was to take stock of CoET laboratory facilities and equipment and discuss with the College officials on the possibility of CoET being one of the two Hub Institutions for the Programme.

December 2012



The UDSM Vice-Chancellor, Prof. Rwekaza Mukandala addressing the newly appointed office holders for the 2012/13 -2014/15 Triennium at the Kunduchi Beach Hotel in 2012

- An Induction Seminar was organized and conducted by the UDSM Management to new office holders for the 2012/13 - 2014/15 Triennium on 4th and 5th December, 2012 at the Kunduchi Beach Hotel and Resort in Dar es Salaam. It was attended by Principals, Deans, Directors, and Heads of major University Departments. The objectives of the seminar were two-fold: (i) to familiarize with procedural matters, including confidentiality, financial and academic regulations; and (ii) to deliberate on the draft of UDSM Vision 2061.
- The Mwalimu Julius Nyerere Professorial Chair in Environment and Climate Change and GenOk of Norway-the centre for Biosafety hosted a regional workshop and Public Dialogue on GMOs as a Climate Change Adaption in Agriculture for the East and Central African Region, held at Giraffe Hotel from 6–7 December, 2012.
- The Mwalimu Julius Nyerere Professorial Chair in Development and the Department of Economics, organized the First Symposium on Development held at Karimjee Hall from 12–13 December, 2012. The President of the United Republic of Tanzania, H.E Dr. Jakaya M. Kikwete, officiated the opening ceremony and participated in the first session of presentations. This symposium was sponsored by the Planning Commission and UNDP. The theme of the symposium was “Enhancing Human Capital and Productivity for Faster Development in Tanzania”.

January 2013

The Vice-Chancellor of the University of Dar es Salaam, Professor Rwekaza Mukandala, accompanied by the Deputy Vice-Chancellor Administration and the Director of International Relations, visited China from 13 - 19 January 2013 with the aim of concluding an agreement with the Confucius Institute Headquarters in Beijing.



Prof. R. Mukandala (Vice-Chancellor), Prof. Y. Mgaya (DVC-Administration), Dr. E. Dungumaro (Director of International Relations) at the Confucius Institute Headquarters in Beijing, China

- This was subsequent to a request made by the Zhejiang Normal University during their visit at the University of Dar es Salaam in 2011 for collaboration and specifically to jointly establish a Confucius Institute. Before any further action was taken, the University Management felt a need to investigate the academic status of Zhejiang Normal University and learn about the Confucius Institute, including its benefits.
- The Vice-Chancellor of the University of Dar es Salaam, Professor Rwekaza S. Mukandala, co-signed an agreement with the Chief Executive of the Confucius Institute, Dr. Xu Lin, on 17th January 2013 to establish a Confucius Institute at the UDSM, Mwalimu J.K. Nyerere Mlimani Campus. As part of this Agreement, the University of Dar es Salaam will receive a total sum of USD 100,000 to facilitate the

establishment of a Confucius Institute. These funds will be spent on one floor vertical extension of the Institute of Resource Assessment (Geography) building.

February 2013

- In February 2013, a Memorandum of Understanding between Zhejiang Normal University and the University of Dar es Salaam was signed. An implementation plan of the establishment of the Confucius Institute, including developing teaching programmes, will then be worked out between the University of Dar es Salaam and Zhejiang Normal University.

April 2013

- Two University members of staff visited the University of Oldenburg in Germany from 21st - 27th April 2013 to attend a kick-off meeting on "Implementing a Study Programmes of Sustainable and Environmental Informatics" in various states of the Sub-Saharan Region at Master level. The visit was a result of collaboration between the CSE and University of Oldenburg, for a possible development of an MSc programme in Sustainable Environmental Informatics.
- The Department of Computer Science and Engineering (CSE), through the Principal's office, received a delegation from South Africa on the 23rd April, which aimed at sharing experience and explore areas of cooperation in the field of Computer Science and Engineering. The visitation was a result of the Government of Tanzania's (through the Ministry of Science and Technology) agreement for cooperation in the areas of Research, Science, Technology and Innovation with the Government of the Republic of South Africa. A departmental presentation was made, whereby programmes offered and proposed by the Department were presented, together with ongoing and proposed research and consultancy projects.

June 2013

- The Directorate of International Relations received for the second time a group of twenty one students from Kentucky Institute of International Studies on 09th June 2013. The students went through an orientation session on Monday 10th June 2013. The next step will be signing of a formal MoU to streamline obligations and responsibilities of both parties.
- A delegation from the Rotary Club visited the Vice-Chancellor on 11th June, 2013 to explore the possibilities of utilizing some of the funds to be raised this year at the University. It was eventually agreed that the Rotary Club will renovate and furnish a section of Dr. Wilbard Chagula University Library. This facility will also accommodate a multimedia resource centre, to be available to students and faculty, including those with disabilities. It was proposed that this wing will be known as "The Rotary Club Resource Centre".
- The College of Information and Communication Technologies (COICT) in collaboration with Centre for Virtual Learning (CVL) received a delegation from the

African Virtual University (AVU) from Nairobi which came for the launching of Applied Computer Science Programme at UDSM on 13th June 2013. The launching was followed by a tour of Kijitonyama campus and various discussions and presentations by AVU. UDSM continued to receive dignitaries and other important persons.

- On 20th June 2013, the University of Dar es Salaam signed a letter of intent with the General Electric Company. Parties agreed to jointly develop curricula, provide guidance on course content and conduct guest lectures on oil and gas.
- Professor Issa Shivji, Mwalimu Julius Nyerere Professor of Pan-African Studies, presented a public lecture on “Utatanishi na Ukimya Katika Rasimu ya Katiba Mpya” in Nkrumah Hall on 21st June, 2013. This lecture marked the formal ending of his five-year term as the Mwalimu Nyerere Chair. He also used this occasion to say farewell to members of the University of Dar es Salaam community, supporters and other interested stakeholders. The session was presided over by Professor Rwekaza S. Mukandala, the Vice-Chancellor of UDSM and was covered live by ITV. The Nkrumah Hall was packed to its full capacity and the lecture generated lively debates in the academia, media and other quarters.
- The China IPPR International Engineering Corporation signed a “Memorandum of Understanding for Investigation on Dar es Salaam-Beijing Sino-Africa Friendship Secondary School in Tanzania”. A detailed Technical Proposal for the Secondary School indicating the major requirements was attached as part of the MoU. The envisaged secondary school will have a capacity of 700 students from form one to form six. The school will improve teaching and learning at the University of Dar es Salaam and bolster micro-teaching in the School of Education. UDSM has sought and was granted approval from relevant government authorities for the secondary school project.
- The University of Dar es Salaam Council unanimously nominated H.E. Yoweri Kaguta Museveni, President of the Republic of Uganda and Professor Issa Shivji, Mwalimu Julius Nyerere Professor of Pan-African Studies, both from the Classes of 1970, for the Distinguished Alumni of the University of East Africa Award. The nominations were made in recognition of their outstanding support to the University of Dar es Salaam and exemplary role in keeping alive the spirit of East African integration and Pan-Africanism, the process of which the University of East Africa has remained instrumental in steering.
- In June 2013, the Vice-Chancellor together with the members of the top University Management, paid visits to most Colleges, Schools and Institutes, including the Health Centre. The remaining units were to be visited in the next round in July, 2013. The major aim of the visits was to have a closer look at the state of human and physical resources and infrastructure and to learn of progress and challenges facing the units in accomplishing the key mission of the University. The Vice-Chancellor also got an opportunity to talk to staff members in respective units. The Vice Chancellor

updated staff members of the on-going and planned projects at the University of Dar es Salaam. Many members in the units welcomed the visits. In some cases leaders of respective units took immediate action after the visit to rectify some of the observed shortfalls that were clearly within their ability to handle. The management promised to take action on challenges that were beyond the ability of the units to resolve.

- On 26th June 2013, the Directorate of International Relations hosted a meeting with representatives from Service and Computer Industries representatives. A team of four people, made a presentation to top University Management on printing solutions. The presentation focused on how UDSM can manage its printing at a relatively lower cost and establishment of central printing facilities.
- The Directorate of International Relations hosted a group of 19 students from Netherlands on 27th June, 2013. They toured the University and visited important areas including Nkrumah Hall, the library and play grounds. The purpose was to see and learn about the University and possibly market it back home.
- The University of Dar es Salaam participated in the commemoration of the 50th Anniversary of the University of East Africa (UEA), on 29th June 2013 at Makerere University, Kampala. The commemoration involved all former Constituent Colleges of the University of East Africa, namely, Makerere University, University of Dar es Salaam and University of Nairobi. The Vice-Chancellor of the University of Dar es Salaam, together with the Deputy Vice-Chancellor, Administration and the Director of International Relations represented the University at this function.
- The University of Dar es Salaam is finalising an MoU with Tianjin Medical University towards joint establishment of a Medical School at the University of Dar es Salaam. This idea was introduced by the Vice-Chancellor, Professor Rwekaza S. Mukandala, during his visit to China for the signing of the MoU for establishment of the Confucius Institute at the University of Dar es Salaam. The Tanzanian Embassy in Beijing has contacted UDSM with a positive response from one of the best Medical University in China, Tianjin Medical University.

FINANCIAL STATEMENT

UNIVERSITY OF DAR ES SALAAM

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2013

		Restated Consolidated 2012 TZS '000	Restated Consolidated 2011	University 2013 TZS '000	Restated University 2012 TZS '000	Restated University 2011
	<u>Notes</u>	TZS '000	TZS '000	TZS '000	TZS '000	TZS '000
Recurrent revenue						
Training and students' fees	6	33,855,441	33,049,334	29,167,705	28,248,745	25,267,034
Project and consultancy income	7	1,913,814	3,021,821	2,661,101	159,313	175,646
Project grants	8	-	6,808,672	8,248,390	6,112,712	8,248,390
Government grants	9	53,387,793	50,352,094	54,765,695	52,548,816	50,352,094
Foreign currency exchange (loss)/gains	10	150,401	(69,300)	553,851	187,271	(12,563)
Other income	11	14,480,447	7,584,544	5,384,066	6,240,624	6,864,657
		# 103,787,896	100,747,165	100,780,808	93,497,481	92,337,369
Recurrent expenditure						
Administration and recurrent expenditure	12	25,240,997	28,079,811	24,489,531	21,655,411	25,760,319
Personnel expenses	13	66,782,419	65,537,633	65,601,661	63,331,557	61,920,237
Depreciation on property, plant and equipment	16	5,509,646	5,149,384	4,400,173	4,761,639	4,502,279
Amortisation of intangible assets	17	17,688	7,662	28,240	5,230	5,229
Other expenses	14	3,817,876	3,619,071	3,074,358	1,781,400	1,209,759
Impairment loss/(release) on financial assets	20	490,480	27,417	(32,906)	240,736	(94,317)
		101,859,105	102,420,978	97,561,057	91,775,972	93,303,506
Operating surplus		1,928,791	(1,673,813)	3,219,751	1,721,509	(966,137)
Finance costs	15	165,061	283,576	184,653	125,443	173,818
Share of loss of associates		-	736	-	-	-
Surplus before tax		1,763,729	(1,958,125)	3,035,098	1,596,066	(1,139,955)
Income tax charge	22	(178,344)	(169,346)	(271,965)	-	-
Surplus for the year		1,585,385	(2,127,471)	2,763,133	1,596,066	(1,139,955)
Other comprehensive income						
Change in fair value of available for sale financial assets		900	200	-	900	200
Total comprehensive income		1,586,285	(2,127,271)	2,763,133	1,596,966	(1,139,755)

UNIVERSITY OF DAR ES SALAAM
CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2013

		Restated Consolidated 2012 TZS '000	Restated Consolidated 2011 TZS '000	University 2013 TZS '000	Restated University 2012 TZS '000	Restated University 2011	
Notes	Consolidated 2013 TZS '000						
Assets							
Non-current assets							
Property, plant and equipment	16	84,057,086	82,853,492	78,321,622	82,450,277	80,703,215	76,582,953
Intangible asset	17	74,862	71,844	18,826	8,367	13,597	18,827
Financial assets available for sale	18	3,100	2,200	2,737	3,100	2,200	2,000
Investments	19	-	-	-	1,324,399	1,324,399	920,596
Deferred tax asset		-	-	169,347	-	-	-
		84,135,048	82,927,536	78,512,532	83,786,143	82,043,411	77,524,376
Current assets							
Trade receivables	20	12,907,981	11,642,363	15,196,702	11,871,858	11,183,145	15,025,433
Inventories	21	1,317,858	1,393,438	1,409,765	700,847	603,608	536,247
Financial assets held to maturity	23	7,626,135	3,204,851	2,451,835	7,351,118	2,792,070	2,043,240
Cash and short term deposits	24	27,832,886	29,939,203	30,036,396	27,682,697	29,452,505	28,545,234
		49,684,861	46,179,855	49,094,698	47,606,520	44,031,328	46,150,154
Total assets		133,819,908	129,107,391	127,607,230	131,392,662	126,074,739	123,674,530
Capital funds and liabilities							
Capital funds and reserves							
Capital funds	26	15,995,522	14,145,522	13,316,065	15,995,522	14,145,522	13,316,065
Revaluation reserve	26	73,792,061	73,792,061	73,792,061	73,792,061	73,792,061	73,792,061
Fair value reserve		(2,200)	(3,100)	(3,300)	(2,200)	(3,100)	(3,300)
Accumulated surplus		15,756,272	14,170,887	16,298,359	16,922,178	15,326,112	16,466,065
		105,541,655	102,105,370	103,403,185	106,707,561	103,260,595	103,570,891
Non-current liabilities							
Borrowings (long term)	27	3,456,259	2,688,417	1,906,750	3,369,503	2,299,798	1,556,750
Gratuity obligation	30	3,130,650	2,718,001	649,269	3,072,050	2,636,739	607,617
Deferred capital grants	28	2,219,391	3,946,556	2,104,533	1,917,088	1,834,612	889,483
		8,806,300	9,352,974	4,660,552	8,358,641	6,771,149	3,053,850
Current liabilities							
Borrowing (Current)	27	844,661	997,926	1,389,357	786,824	995,862	1,389,357
Deferred grants	29	8,020,466	7,947,114	8,241,392	6,753,243	7,635,653	6,860,319
Student Centre Funds	31	1,457,947	1,338,065	252,820	1,457,947	1,338,065	252,820
Bank overdraft	32	144,100	1,092,503	133,770	-	958,761	-
Trade payables	33	8,742,291	6,198,125	9,441,640	7,328,447	5,114,654	8,547,293
Tax liability	22	262,489	75,314	84,514	-	-	-
		19,471,954	17,649,047	19,543,493	16,326,461	16,042,995	17,049,789
Total equity and liabilities		133,819,909	129,107,391	127,607,230	131,392,663	126,074,739	123,674,530

UNIVERSITY OF DAR ES SALAAM
STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2013
CONSOLIDATED

	Capital funds TZS '000	Revaluation reserve TZS '000	Fair value reserve TZS '000	Accumulated surplus TZS '000	Total TZS '000
<u>2013</u>					
At 01 July 2012	14,145,522	73,792,061	<u>(3,100)</u>	14,170,887	102,105,369
Additions	1,850,000	-	-	-	1,850,000
Surplus for the year	-	-	-	1,585,385	1,585,385
Other comprehensive income	-	-	900	-	900
At 31 June 2013	15,995,522	73,792,061	(2,200)	15,756,272	105,541,655
<u>2012</u>					
At 01 July 2011	13,316,065	73,792,061	<u>(3,300)</u>	16,298,359	103,403,185
Additions	829,457	-	-	-	829,457
Surplus for the year	-	-	-	335,865	335,865
As previously stated	14,145,522	73,792,061	(3,300)	16,634,225	104,568,507
Prior year adjustment Note 33				(2,463,338)	(2,463,338)
Restated	14,145,522	73,792,061	(3,300)	14,170,887	102,105,169
Other comprehensive income	-	-	200	-	200
Restated At 30 June 2012	14,145,522	73,792,061	(3,100)	14,170,887	102,105,369
<u>2011</u>					
At 01 July 2010	11,126,206	73,792,061	<u>(3,300)</u>	13,535,224	98,450,191
Additions	2,189,859	-	-	-	2,189,859
Surplus for the year	-	-	-	4,810,205	4,810,205
As previously stated	13,316,065	73,792,061	<u>(3,300)</u>	18,345,429	105,450,255
Prior year adjustment Note 33				(2,047,070)	(2,047,070)
Restated	13,316,065	73,792,061	(3,300)	16,298,359	103,403,185
Other comprehensive income	-	-	-	-	-
Restated at 30 June 2011	13,316,065	73,792,061	(3,300)	16,298,359	103,403,185

**UNIVERSITY OF DAR ES SALAAM
STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2013
UNIVERSITY**

	Capital funds	Revaluation reserve	Fair value reserve	Accumulated surplus	Total
	TZS '000	TZS '000	TZS '000	TZS '000	TZS '000
<u>2013</u>					
At 01 July 2012	14,145,522	73,792,061	<u>(3,100)</u>	15,326,112	103,260,595
Additions	1,850,000	-	-	-	1,850,000
Surplus for the year	-	-	-	1,596,066	1,596,066
Other comprehensive income	-	-	900	-	900
At 31 June 2013	<u>15,995,522</u>	<u>73,792,061</u>	<u>(2,200)</u>	<u>16,922,178</u>	<u>106,707,561</u>
<u>2012</u>					
At 01 July 2011	13,316,065	73,792,061	<u>(3,300)</u>	16,466,065	103,570,891
Additions	829,457	-	-	-	829,457
Surplus for the year	-	-	-	1,323,385	1,323,385
As previously stated	14,145,522	73,792,061	(3,300)	17,789,450	105,723,733
Prior year adjustment Note 33	-	-	-	(2,463,338)	(2,463,338)
Restated	14,145,522	73,792,061	(3,300)	15,326,112	103,260,395
Other comprehensive income	-	-	200	-	200
Restated at 30 June 2012	14,145,522	73,792,061	(3,100)	15,326,112	103,260,595
<u>2011</u>					
At 01 July 2010	11,126,206	73,792,061	<u>(3,300)</u>	13,133,133	98,048,100
Additions	2,189,859	-	-	-	2,189,859
Surplus for the year	-	-	-	5,380,002	5,380,002
As previously stated	13,316,065	73,792,061	(3,300)	18,513,135	105,617,961
Prior year adjustment Note 33	-	-	-	(2,047,070)	(2,047,070)
Restated	13,316,065	73,792,061	(3,300)	16,466,065	103,570,891
Other comprehensive income	-	-	-	-	-
Restated at 30 June 2011	13,316,065	73,792,061	(3,300)	16,466,065	103,570,891

UNIVERSITY OF DAR ES SALAAM

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2013

	Notes	Consolidated 2013 TZS '000	Consolidated 2012 TZS '000	University 2013 TZS '000	University 2012 TZS '000
OPERATING ACTIVITIES					
Surplus before taxation		1,763,729	(1,958,125)	1,596,066	(1,139,955)
Adjustment for:					
Amortisation of intangible assets		17,687	7,662	5,230	5,229
Depreciation of property, plant and equipment		5,509,646	5,149,384	4,761,639	4,502,279
Write offs		-	736	-	-
Impairment loss on financial assets		490,480	27,417	240,736	(94,317)
Operating profit before working capital changes		7,781,542	3,227,074	6,603,670	3,273,236
Working capital adjustments:					
(Increase)/decrease in trade and other receivables		(1,761,783)	3,721,903	(929,448)	3,993,178
(Increase)/decrease in inventories		75,580	56,089	(97,239)	(49,047)
Increase/(decrease) in trade and other payables		2,544,166	(3,243,515)	2,213,794	(3,432,639)
Increase in student centre fund		119,882	1,085,245	119,882	1,085,245
Increase in gratuity obligation		412,650	2,068,732	435,312	2,029,122
Increase/(decrease) in deferred revenue grant		73,352	(294,278)	(882,410)	775,334
		1,463,848	3,394,176	859,890	4,401,193
Income tax paid		-	(9,200)	-	-
Net cash generated from operating activities		9,245,390	6,612,049	7,463,560	7,674,429
INVESTING ACTIVITIES					
Purchase of property and equipment		(6,713,239)	(9,681,253)	(6,508,701)	(8,622,540)
Acquisition of intangible assets		(20,706)	(60,680)	-	-
Additions of capital funds		1,850,000	829,457	1,850,000	829,457
Investment in subsidiaries		-	-	-	(403,803)
Increase/(decrease) in deferred capital grants		(1,727,165)	1,842,023	82,475	870,245
Investment in financial assets		(3,558,965)	753,016	(3,670,465)	944,959
Net cash used in investing activities		(10,170,075)	(6,317,437)	(8,246,690)	(6,381,682)
FINANCING ACTIVITIES					
Loans and borrowings/(repayments)		614,576	390,235	860,666	349,554
Net cash flow from financing activities		614,576	390,235	860,666	349,554
Net increase/(decrease) in cash and cash equivalents		(310,110)	684,848	77,535	1,642,300
Cash and cash equivalents					
At the beginning of the year		30,587,474	29,902,626	30,187,534	28,545,234
At the end of the year	25	30,277,365	30,587,474	30,265,069	30,187,534

UNIVERSITY OF DAR ES SALAAM

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) FOR THE YEAR ENDED 30 JUNE 2013

	Consolidated 2013 TZS '000	Consolidated 2012 TZS '000	University 2013 TZS '000	University 2012 TZS '000
6 TRAINING AND STUDENTS' FEES				
Tuition fees	28,716,702	27,877,301	23,110,006	22,976,828
Administration and application fees	28,854	36,102	28,854	36,102
Accommodation fees	1,174,292	795,552	1,174,292	795,552
Consultancy fees	3,722,730	4,124,150	3,722,730	4,124,150
Registration /academic fees	212,863	216,229	212,863	216,229
	33,855,441	33,049,334	28,248,745	28,148,862
7 PROJECT AND CONSULTANCY INCOME				
Project income	642,175	1,373,464	159,313	175,646
Software engineering	615,192	980,691	-	-
Internet service	333,211	329,872	-	-
Hardware engineering	185,790	166,940	-	-
UDSM Net service	60,785	9,217	-	-
ICT Shop	76,662	161,637	-	-
	1,913,814	3,021,821	159,313	175,646
8 PROJECT GRANTS				
Capital funds utilised	3,556,269	197,346	3,556,269	74,882
Revenue fund utilised	2,556,443	6,611,326	2,556,443	6,733,791
	6,112,712	6,808,672	6,112,712	6,808,673
Project grants are made up of donor funds for various projects at the University including financing of buildings special rehabilitations, research and various studies. Grants utilised represents amount of capital grants from donors amortised and revenue expenditures incurred which are realised for various projects and unused funds are deferred.				
9 GOVERNMENT GRANTS				
Government grants restricted	50,814,426	47,683,586	50,814,426	47,683,586
Government grants unrestricted	2,573,367	2,668,508	1,734,389	2,668,508
	53,387,793	50,352,094	52,548,816	50,352,094
Government grants restricted is made of the funds received from the Government of the United Republic of Tanzania for designated specific activities as follows:				
Government of Tanzania (for salaries)	50,814,426	47,683,586	50,814,426	47,683,586
Other activities	-	-	-	-
	50,814,426	47,683,586	50,814,426	47,683,586

APPENDICES

Appendix I: List of Promoted Members of Staff

I.I Staff promoted from Associate Professor to Professor

1. Prof. N.H. Mvungi, Department of Computer Science and Engineering, College of Information and Communication Technologies

I.I List of staff promoted from Senior Lecturer to Associate Professor

1. Dr. A.M. Mshandete, College of Natural and Applied Sciences.
2. Dr. T.J. Lyimo, College of Natural and Applied Sciences,
3. Dr. A.R. Mushi, College of Natural and Applied Sciences,
4. Dr. H.H. Nkotagu, College of Natural and Applied Sciences
5. Dr. A.F. Mkenda, College of Arts and Social Sciences
6. Dr. L. Rutasitara, College of Arts and Social Sciences
7. Dr. M.O.A. Ndanshau, College of Arts and Social Sciences
8. Dr. I. Sanga, College of Arts and Social Sciences.
9. Dr. W.A.L. Anangisye, School of Education,
10. Dr. M.M. Chijoriga, University of Dar es Salaam Business School

I.II List of staff Promoted from Lecturer to Senior Lecturer

1. Dr. J. Aikaeli, College of Arts and Social Sciences
2. Dr. M. Andindilile, College of Arts and Social Sciences
3. Dr. R. Mwaipopo, College of Arts and Social Sciences
4. Dr. G.S. Mwaluko, College of Engineering and Technology
5. Dr. A.J. Mwambela, College of Information and Communication Technologies
6. Dr. C. Mwita, College of Natural and Applied Sciences,
7. Dr. W.C. Mligo, College of Natural and Applied Sciences,
8. Dr. D.D. Tibuhwa, College of Natural and Applied Sciences,
9. Dr. H.J. Ndangalasi, College of Natural and Applied Sciences
10. Dr. A.J. Mmochi, Institute of Marine Sciences

I.III List of staff Promoted from Assistant Lecturer to Lecturer

1. J.A.K. Jingu, College of Arts and Social Sciences
2. P.S. Magai, University of Dar es Salaam Business School
3. O. Selejio, College of Arts and Social Sciences
4. D. Shilla, College of Natural and Applied Sciences
5. D. Kacholi, College of Natural and Applied Sciences
6. J. Bakuza, College of Natural and Applied Sciences
7. A. Kinyondo, College of Arts and Social Sciences
8. L. Mkonongwa, School of Education
9. M. Samwel, Institute of Kiswahili Studies
10. L. Ramadhani, College of Arts and Social Sciences
11. R.A. Minja, College of Arts and Social Sciences

12. V.T. Simon, College of Arts and Social Sciences CASS
13. A.E. Mlaki, College of Engineering and Technology
14. B. Eshton, College of Engineering and Technology
15. F. Simba, College of Information and Communication Technologies
16. T. Marijani, College of Natural and Applied Sciences
17. J. Masabo, School of Law
18. R.A. Kitula, Institute of Marine Sciences
19. M.M. Mangora, Institute of Marine Sciences
20. A.R. Chacha, School of Journalism and Mass Communication
21. P. Urio, School of Education
22. M. Bilinga, School of Education
23. C. Chuwa, School of Education

I.IV List of staff Promoted from Tutorial Assistant to Assistant Lecturer

1. S. Dini, College of Arts and Social Sciences
2. O. Saitabau, College of Natural and Applied Sciences
3. R. Cosmas, College of Natural and Applied Sciences
4. R. Jackson, College of Engineering Technology
5. J. Pesambili, School of Education
6. P. Japhet, Institute of Development Studies
7. D. Makanjila, College of Arts and Social Sciences
8. S. Mutebi, College of Arts and Social Sciences
9. L. Herman, College of Arts and Social Sciences
10. P.C. Mdukula, College of Arts and Social Sciences
11. E. Mwakibete, College of Arts and Social Sciences
12. R.S. Damian, College of Arts and Social Sciences
13. A. Tingira, College of Arts and Social Sciences
14. G. Jeriko, College of Arts and Social Sciences
15. A. Sultan, College of Arts and Social Sciences
16. C.T. K. Kilangi, College of Arts and Social Sciences
17. M. Kassim, College of Arts and Social Sciences
18. M. Kauky, College of Arts and Social Sciences
19. M. Kibiki, Institute of Kiswahili Studies
20. Z. L. Daniel, Institute of Kiswahili Studies
21. L. Flavian, Institute of Kiswahili Studies
22. M. Mashauri, Institute of Kiswahili Studies
23. J. Siayi, School of Education
24. A. Paul, School of Education
25. J. Mayega, School of Education
26. H. Mfaume, School of Education
27. E. Joseph, University of Dar es Salaam Business School
28. T. Busagura, University of Dar es Salaam Business School

Appendix II: List of Appointed Principals, Deans and Directors for triennium ending 2014/2015

NO.	NAME	POSITION
Positions at the Dar es Salaam University College of Education (DUCE)		
1.	Prof. D.A. Mfinanga	Principal – DUCE
2.	Prof. G.Y.S. Mtui	Deputy Principal – Academic, DUCE
3.	Dr. R.B. Lokina	Ag. Deputy Principal – Administration (DUCE)

Positions in Campus Colleges, Schools and Institutes

1.	Prof. N.H. Mvungi	Principal, College of Information and Communication Technologies
2.	Dr. B.R.B. Bagile	Deputy Principal, College of Information and Communication Technologies
3.	Prof. B.B. Mapunda	Principal, College of Arts and Social Sciences
4.	Dr. H. Sigalla	Deputy Principal, College of Arts and Social Sciences
5.	Prof. C.Z.M. Kimambo	Principal, College of Engineering and Technology
6.	Prof. B.S. Rutinwa	Dean, University of Dar es Salaam School of Law
7.	Dr. T. Ackson	Associate Dean, University of Dar es Salaam School of Law
8.	Dr. H.F. Makoye	Dean, School of Journalism and Mass Communication
9.	Mr. C. Irigo	Associate Dean, School of Journalism and Mass Communication
10.	Dr. U.O. Mbamba	Dean, University of Dar es Salaam Business School
11.	Dr. M. Masoud	Associate Dean, University of Dar es Salaam Business School
12.	Dr. H.A. Dachi	Dean, School of Education
13.	Dr. A. Komba	Associate Dean, School of Education
14.	Dr. A. Mutembei	Director, Institute of Kiswahili Studies
15.	Dr. E. Chiduo	Associate Director, Institute of Kiswahili Studies
16.	Dr. A.A. Komba	Director, Institute of Development Studies
17.	Dr. E. Dungumaro	Associate Director, Institute of Development Studies
18.	Prof. A.E. Majule	Director, Institute of Resource Assessment
19.	Prof. F.P. Maganga	Associate Director, Institute of Resource Assessment
20.	Prof. D.C.P. Masalu	Director, Institute of Marine Sciences
21.	Dr. Y.W. Shaghude	Associate Director, Institute of Marine Sciences

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2.	Prof. A.R. Mushi	Director, Undergraduate Studies
3.	Dr. P.M. Ndomba	Deputy Director, Undergraduate Studies
4.	Prof. R.Y.M. Kangalawe	Director of Research
5.	Prof. E. Elisante	Director of Knowledge Exchange
6.	Dr. A. Kabudi	Director, Wilbert Chagula University Library
7.	Dr. W. Anderson	Director, Quality Assurance Bureau
8.	Dr. M.I. Mgwatu	Deputy Director, Quality Assurance Bureau