



**UNIVERSITY OF DAR ES SALAAM
DEPUTY VICE CHANCELLOR - RESEARCH**

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

August 2020

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PREFACE

The Deputy Vice Chancellor –Research has prepared and revealed its five years strategic action plan for the period from 2020/2021-2024/2025. The office of the Deputy Vice Chancellor –Research was established to primarily coordinate research, innovation, and knowledge exchange of the University of Dar es salaam.

The office of Deputy Vice Chancellor- Research operates with the purpose of enhancing research, innovation, publication and provision of public service. It also ensures and strength the University structure for effective management of research products. It is responsible for ensuring that all researchers disseminate their research findings not only in scholarly outlet but also in popular forms as well as policy briefs that informs the Tanzanians society of the findings.

The main purpose of this strategic action plan is to provide a road map on identifying, managing and monitoring of the activities of the Deputy Vice Chancellor Research towards realization of the University of Dar es salaam (UDSM) vision 2061.

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EXECUTIVE SUMMARY

Introduction

The office of the Deputy Vice Chancellor –Research is responsible for enhancing research, innovation, knowledge exchange and provision of public service, guided by UDSM policies, guidelines, procedures and principles for the management of research projects and related activities.

Research, innovation and knowledge exchange is crucial to the vision and mission of the University. Research directly contributes to the social-wellbeing, health, culture, economic development and the advancement of society. The office of the Deputy Vice Chancellor - Research is responsible for overseeing all the duties of the Directorate of Innovation and Entrepreneurship Centre, duties of the Directorate of PublicService, duties of the Directorate of Research and Publication and to direct all matters related to Innovation and Entrepreneurship, Knowledge Exchange, Research and Publication for University. This document presents the Strategic Action Plan of DVC-R from 2020/2021 to 2024/2025. This Action Plan reflects on the operations of DVC-R and the UDSM strategic directions as specified in the UDSM vision 2061; UDSM Corporate Plan 2014– 2023; and UDSM Five Years Rolling Strategic Plan 2020/2021-2024/2025.

1. INTRODUCTION

1.1 Background

UDSM has a robust policy framework to govern research and innovation. UDSM vision 2061 states categorically that the main focus is intensifying research relevancy to community, focus to problem solving and knowledge creation becoming a leading research University. Deputy Vice Chancellor - Research is geared towards taking UDSM into direct contact with the people together with partnering with the industry. The UDSM Strategic Plan covers a five-year period from 2020/21 to 2024/25. It articulates the results which the University target to achieve in the medium-term of five years. The aim is to contribute substantially to the techno social-economic development of Tanzania and the world.

The formulation of Deputy Vice Chancellor - Research five year strategic plan is guided by the UDSM Vision 2061, UDSM Five years rolling strategic plan, and UDSM Corporate Strategic Plan 2014 – and major national documents.. These documents included the National Development Vision 2025, the National Five-Year Development Plan II (2016/17 – 2020/21) of transforming Tanzania into a middle level inclusive industrial economy. As such, it outlines the requisite strategic objectives, strategies, and key interventions (targets). Moreover, it provides a ‘roadmap’ for all UDSM operations aimed to achieve the intended goals and objectives.), of transforming Tanzania into a middle level inclusive industrial economy.

1. STRATEGIC OBJECTIVES

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

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

1.1 Background

The Office of Deputy Vice Chancellor - Research was established following the recommendations of the Commissioned Chancellor's Panel visit made in 2011 as part of the University's 50th anniversary. This need came as a response to the reasons that research and consultancy functions at the university were given little priority as compared to academic functions at different levels in the university. Then, this office was officially approved by the University of Dar es Salaam Council at its 210th meeting in June 2012.

The office of the Deputy Vice Chancellor - Research was established to primarily coordinate research and knowledge exchange functions at the university. Further, research functions are managed through different programmes whereas knowledge exchange functions are managed through consultancy services, continuing education services and entrepreneurship programmes. The DVC-ship Research also coordinates intellectual property rights matter at the University.

1.2 Major Programmes and Functions of the Unit

The Office of the DVC-Research is meant to serve in areas of Research and Publication, Public Service, Innovation and Entrepreneurship, Intellectual Property Rights, and Marketing. The major programmes and Functions of the Unit are as follows:

- (a) Oversee all the duties of the Directorate of Innovation and Entrepreneurship Centre.
- (b) Oversee all the duties of the Directorate of Public Service
- (c) Oversee all the duties of the Directorate of Research and Publication.
- (d) Direct all matters related to Innovation and Entrepreneurship, Knowledge Exchange and Research and Publication.
- (e) Governs and regulate all finances, resources, property and opportunities made available to the DVC-ship.
- (f) Discuss and approve any matters related to the work of innovation and entrepreneurship, public services and CE, and R & P and reports them to the Senate.
- (g) Provide guidance and approvals on policy matters pertaining to efficient and managerial best practices.

- (h) Receive and endorse plan of the directorates and forward them for integration into University level plans.
- (i) Approve the budget proposal of the directorates, for the inclusion in the University budget.

In enhancing the quality and competitiveness of Research, Innovation & Development, DVC Research is guided by the following instruments:

- (i) Research Policy Operational procedures (2015)
- (ii) UDSM Research Agenda 2018/19-2027/2028 of 2018
- (iii) Research ethics policy and operational procedures (2010)
- (iv) Research week concept note (2014) revised in 2015&2016
- (v) Guidelines for research centres and research centres of excellence (2014)
- (vi) Guidelines for postdoctoral scholar and research associate (PDSRA) Programmes (2015)
- (vii) Guidelines and operational procedures for management of projects activities funded from external sources (2019)
- (viii) UDSM –Sida cooperation programme secretariat charter (2018)
- (ix) Entrepreneurship and innovation policy and operational procedures (2016)
- (x) The industrialization Agenda of the 5th Phase Government of the Republic of Tanzania, the role of UDSM as a partner (2016)
- (xi) The business plan of the UDSM business Incubator (2016)
- (xii) University consultancy policy and operational procedures (2017)
- (xiii) Policy strategies and communication procedures for promoting and marketing UDSM (2016)
- (xiv) UDSM branding identity manual (2019)
- (xv) Continuing education course catalogue (2020)
- (xvi) Intellectual property policy (2002)

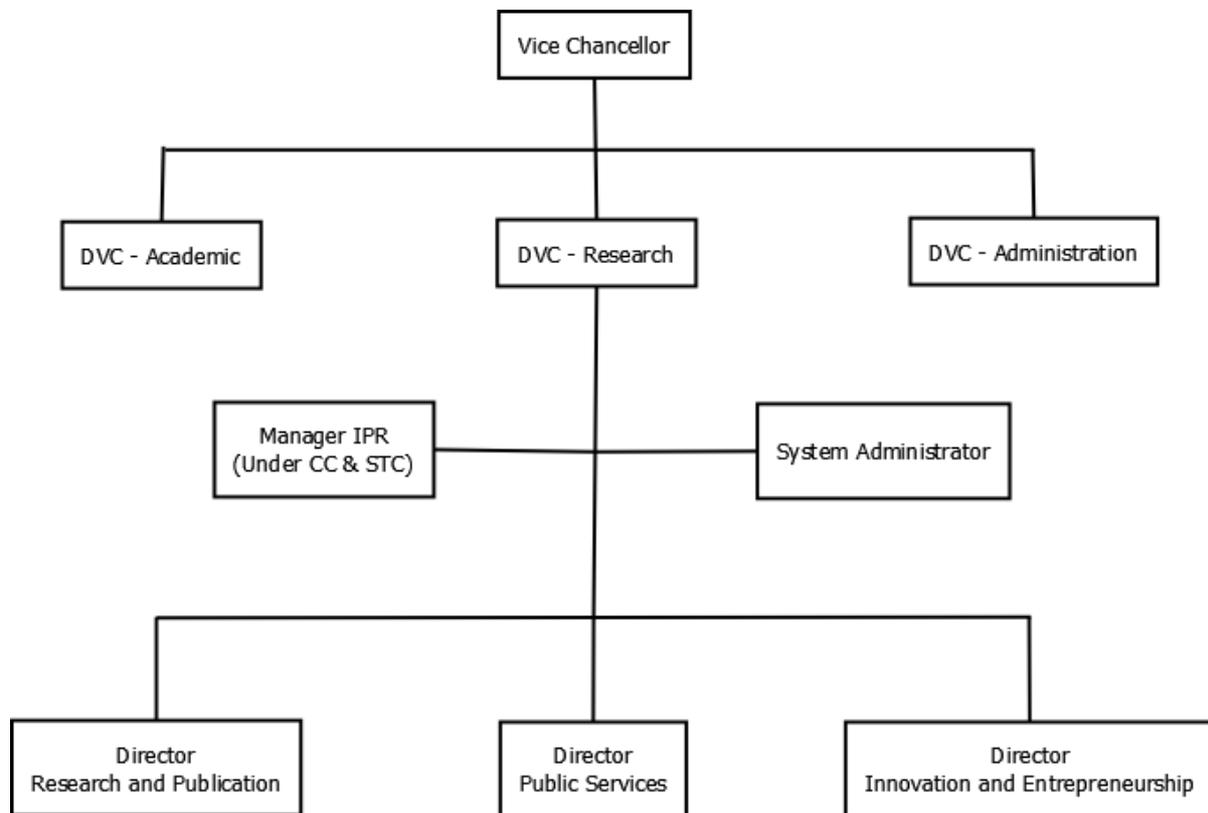
1.3 Organisation of the Unit

The Office of the Deputy Vice Chancellor – Research (DVC-R) formerly the Deputy Vice Chancellor Research and Knowledge Exchange (DVC-RKE) was established in 2012 following the recommendations of the Chancellor’s Visitation Report in 2011. The DVC-R is responsible for strengthening management of research, consultancy, public services, Intellectual Property Rights as well as innovation and entrepreneurship at the University of Dar es Salaam.

The restructuring of the DVC-ship resulted in the creation of new Directorates as follows, the Directorate of Public Service (DPS), Directorate of Research and

Publication (DRP) and the UDSM Innovation and Entrepreneurship (UDIEC). The Deputy Vice Chancellor -Research reports to the Vice Chancellor.

The Organizational Structure of the Office of the Deputy Vice Chancellor Research is shown in the following illustration:



1.4 Purpose of the Strategic Action Plan

The University of Dar es Salaam has a noble obligation to contribute to the national development through teaching, research, innovation and public services. Guided by its grand Vision 2061, the University seeks to become a leading center of intellectual wealth spearheading the quest for sustainable and inclusive development. This Vision is coupled with an aspiration of becoming a world-class university that is competitive, relevant and responsive to the national, regional and international needs and challenges of the 21st century. In achieving all these, the UDSM Research Agenda 2018/19 - 2028/29 was approved which aims at promoting research projects designed to find practical solutions to societal needs and emerging challenges.

The purpose of this five year action plan is to give a clear guide to the office of the Deputy Vice Chancellor Research to successfully implement its strategic objectives

on enhancing research, innovation, publication, and provision of public service. It helps to prioritise goals, maximize resources, and make better decisions regarding the management and governance of research and innovation. It also provides staff with responsibility, tasks and resources so as to make the strategies impactful.

Moreover, the action plan provides a framework for operational planning, implementation and performance review of core and supporting activities, the basis for effective resource allocation and targeting as well as rationale for engagement and co-operation with key stakeholders in contributing to key national and regional development.

1.5 Methodology

The DVC–Research Strategic Action plan was developed using different approaches. Firstly, relevant documents including National Development Plan, UDSM Rolling Five Years Strategic Plan (2020/21-2024/25), UDSM Vision 2061, UDSM Corporate Strategic Plan 2014-2023, were reviewed. It was then followed by the review of internal documents including UDSM policies, guidelines and reports. The review of the relevant documents was followed by interviews which were conducted to key UDSM officials. The preparation of the action plan was participatory involving working meetings among DVC Research staff and other stakeholders.

2. SITUATIONAL ANALYSIS

2.1 Unit Performance Review

The UDSM is increasingly raising its profile based on its research and innovation priority – thanks to the strengthened research, innovation, and knowledge exchange arms of the University. Consequently, the number of research projects and publications has increased tremendously. Moreover funding from local sources– e.g. the Tanzania Commission for Science and Technology (COSTECH) and a few local and foreign companies operating in Tanzania (e.g. STATOIL and BG Group) and government agencies (e.g. TPDC) has significantly increased. Since 2018/2019 UDSM has been allocating funds from its internal sources to support its researchers under Competitive Research Grants.

In addition, the UDSM recently approved a research agenda for 2018/19 – 2028/29 guide and facilitate multidisciplinary research teams, human capital development and infrastructure to support innovative research and development for a dynamic

and responsive industrial economy for Tanzania. In realizing this the office of the DVC Research make an effort to change UDSM research grants 'operational procedures' to have three mainly categories such as:

- (i) Commissioned research in the name of UDSM eg water resource engineering Dept.-water drilling in collaboration with ministry of Water.
- (ii) Performance based research grant: this is grant tied to publications, research proposals and commercializable outputs.
- (iii) Competitive research grants which is the current model. This is intended to support research groups, research centres, and professorial chairs to develop and submit research research proposals.

Another notable achievement in the office of the DVC Research is the institutionalisation of the UDSM Research week which started in 2015, which allows researchers to exhibit and showcases their projects and products. The establishment of the auspicious University Research Week which began in 2015 allows all units to participate and showcase various achievements in the field of applied research. This event has been another milestone in boosting research for national development. Moreover a total number of 4,321 publications by UDSM staff reported to be published in the period of five years and among them are journal articles, book chapters and conference papers/proceedings.

Although there notable achievements in strengthening research activities, the University still faces challenges in funding and research management. In fact, research funding remains highly foreign partner-dependent with declining government investment in research over the years, while tapping into local donor sources and private sector has remained largely limited. About 97% of UDSM projects are donor funded. UDSM experience a dependency challenge and, proactive engagement and exploitation of funding opportunities remains inadequate. Furthermore, research outputs are far from being consonant with the existing human capital. However, research outputs have remained relatively negligible in the form of publications with very little output visible in commercial form, which results in insignificant contribution to the university income.

Moreover UDSM continue to have competent and trained staff on consultancy issues and increased offering of consultancy services and continuing education programmes. . Therefore, in the foreseeable medium-term future, the UDSM will continue to strengthen its research and innovation capacity and productivity with a focus on transforming the following broad aspects:

- (i) Research and knowledge governance and management
- (ii) Research agenda implementation
- (iii) Research information management
- (iv) Research and consultancy culture and competencies
- (v) Research and public service infrastructure

- (vi) Sustainable research funding
- (vii) Commercialisation of research results

The review of the DVC Research performance based on the evaluation and assessment of UDSM Five Year Rolling Strategic Plan 2014/15 - 2018/19 is summarised in Table 1 The evaluation was intended to help to roll out the next FYRSP (2020/21 - 2024/25).

Table 1: Evaluation and Assessment of UDSM Five Year Rolling Strategic Plan 2014/15 - 2018/19

No	Strategic Objective in the period under review	Planned Targets	Highlights of major achievements	Issues for the new action plan
1	Supporting the development of a new UDSM's research agenda	Provide research facilities to match student population by 2018	The University's Research Agenda has been developed approved by the Senate.	Implemented
2	Creating frameworks for strategic collaboration with the key stakeholders	Frameworks for strategic collaboration with the key stakeholders created by June 2015	Several MoUs signed. Strategic Partners include NSSF, TCCIA, University of Dodoma and Arusha Technical College.	Partly implemented. More frameworks need to be established
3	Creating structures that foster multidisciplinary in research which allows for interdisciplinary collaboration	Structures that foster multidisciplinary in research established by June 2015	Multidisciplinary research structures were established as follows: i) Centre for Climate Change Studies (CCCS); ii) University of Dar es Salaam Innovation and Entrepreneurship Centre (UDIEC); and Technology Development and Transfer Centre (TDTC)	Partly Implemented. More multidisciplinary research groups need to be established
4	Building the academic staff members' capacity to develop research proposals	At least 60 academic staff members taught how to develop research proposals every year	Some members of academic staff were trained on writing Research Proposals during the Academic Years 2015/16, 2016/17 and 2017/18 respectively.	Partly implemented. More staff to be trained on fundable proposal writing skills
5	Supporting the establishment of a stable fund to support research	A stable fund for supporting research established by 2016	With effect from FY 2017/2018 the University started setting aside seed funding from internal sources to support research. During the month of June, 2018 the University provided research grants to its researchers	Partly implemented. Stable Research Fund need to be established.
6	Improve facilities for research	Provide research facilities to match student population by 2018	(i) Research support continuously provided to students.	Implemented but require sustainability

			(ii) Maintenance in Libraries and laboratories in all units done on regular basis. (iii) Research facilities provided. Modern library facility to accommodate researchers and postgraduate students is in final stages	
7	Supporting initiatives that enhance the visibility of the University as a research institution and a development partner	Frameworks for strategic collaboration with the key stakeholders created by June 2015	(i) The University continued to support academic staff to attend academic conferences through different sources of funding. Staff encouraged to register in Google Scholar and use UDSM mail	Partly implemented. Frameworks for Strategic Collaboration with stakeholders need to be established
8	Coordinating research database management	Research database updated annually	The University research repository continuously updated.	Implemented but more modules to be developed for research database
9	Supporting the dissemination of research findings	Research week for disseminating research findings held every year, starting from June 2015	(i) UDSM Research week started in 2015 whereby researchers exhibit their projects and products. University participation in Saba Saba Exhibition helps researchers to exhibit their Projects and products.	Implemented
10	Creating mechanisms for enabling the academic staff members to conduct research	A strategy for enabling the academic staff members to conduct research developed by June 2016	(i) Research grants are provided through the competitive University call for proposals, (ii) Research opportunities widely disseminated, Research grants drawn from UDSM donor funding are made available for researchers	Partly implemented. Research grants are provided only to winners of the grants competition. More strategies for enabling academic staff members to conduct research need to be developed
11	Reviewing the research policy so that the academic staff members	The research policy reviewed by June 2016	Research Policy and Operational Procedures were reviewed in 2015	Implemented. Need to be reviewed

	do research			
12	Review research policy to support innovations	Research policy to support innovations reviewed by June 2016	(i) Research Policy and Operational Procedures were reviewed in 2015 IPR Policy, Research Policy, Innovation and Entrepreneurship Policy to guide harmonized commercialization of research results and collaboration with public and private sector in place	Implemented. Need to be reviewed and harmonised
13	Review research policy to support innovations	Research policy to support innovations reviewed by June 2016	(i) Research Policy and Operational Procedures were reviewed in 2015 IPR Policy, Research Policy, Innovation and Entrepreneurship Policy to guide harmonized commercialization of research results and collaboration with public and private sector in place	Implemented. Need to be reviewed and harmonised
14	Promoting an organizational research and development culture that mainstreams innovation and entrepreneurship as core values	An organizational research and development culture that mainstreams innovation and entrepreneurship as core values continuously promoted	The University uses research week to promote research and development culture.	Partly Implemented. More initiatives needed to promote research and development culture
15	Supporting the enhancement of the mechanisms for promoting innovation at UDSM	Mechanisms for promoting innovation at UDSM developed by 2016	University of Dar es Salaam Innovation and Entrepreneurship Centre (UDIEC) is Operational	Implemented
16	Creating frameworks for strategic collaboration with the key stakeholders in innovation	Frameworks for strategic collaboration with key stakeholders in innovation created by June 2015	(i) UDIEC established since 2015. (ii) Intellectual property Management Office (IPMO) in place; (iii) Policies guiding collaboration with various stakeholders in place; (iv) Agreements and MoUs signed	Partly implemented

			<p>between UDSM and potential stakeholders as follows:</p> <ul style="list-style-type: none"> (v) MoU with EPIC Company of South Korea signed in 2017. (vi) MoU with Leuphana University, German signed in 2017. (vii) MoU with Wadhvani Foundation (WF), signed in 2017. 	
			<ul style="list-style-type: none"> (viii) MoU with Aalto University on Problem Based Learning in East African Universities Project signed in December 2017. (ix) MoU with Tanzania Chamber of Commerce, Industry, Trade and Agriculture (TCCIA) signed April 2018. (x) MoU with Trinity College Dublin (TCD) signed in June 2018 	
17	Developing mechanisms for the commercialization of innovations	Mechanisms for the commercialization of innovations developed by June, 2017	<p>Mechanisms for commercialization of innovations that have been developed includes:</p> <ul style="list-style-type: none"> (i) UDIEC (2015) which creates awareness, coordinates all UDSM innovations and guides innovators in developing products/services innovations (ii) Intellectual property Management Office (IPMO) which assist in IPR issues. (iii) Annual Research Week exhibitions founded in 2005 facilitates innovation displays to stakeholders <p>Annual Participation in the Dar es Salaam International Trade Fair (DITF) and Tanzania Industrial exhibitions.</p>	Implemented

18	Developing a policy for supporting the commercialisation of research findings	Policy for supporting commercialization of research findings in place by 2018.	IPR Policy, Research Policy, Innovation and Entrepreneurship Policy to guide harmonized commercialization of research results and collaboration with public and private sector in place	Implemented
		At least one innovation commercialised annually, starting from June 2017	Incubator Business Plan developed.	Partly Implemented Innovations needs to be commercialized
19	Developing mechanisms for capturing internally generated knowledge and ensuring the patentability	Mechanisms for capturing internally generated knowledge and ensuring the patentability developed by June 2017	(i) Organisation and Structure of the Office of DVCRs were reviewed and an IRMO was established. (ii) IPR training conducted annually to researchers/staff. IPR Audit continues	Implemented
20	Implementing the research policy for supporting the acquisition of patents and other kinds of intellectual property rights	The research policy for supporting the acquisition of patents and other kinds of intellectual property rights implemented by June 2017	➤ Institutional IPR Policy in place since 2008. ➤ Implementation continue at a slow pace due to staffing constraints.	Partly Implemented More staff required
21	Establishing strategic partnerships for funding innovation activities	Strategic partnerships for funding innovation activities established by December 2016	Strategic partnerships for funding innovation activities were established as follows: i) National Economic Empowerment Council (NEEC), youth competitive grants. ii) Banks (CRDB, NMB), provides generous grants to support student's innovation and entrepreneurship events. iii) SIDO, COSTECH- youth competitive grants. iv) Delft University of Technology established in 2016, supported training of trainers (TOT	Implemented

			<p>Wadhvani Foundation was established in 2017. The foundation is ready to train incubator managers.</p> <p>v) Trinity College Dublin (TCD), Ireland was established in 2016, (student training, staff exchange).</p> <p>vi) Aalto University established in 2017. It supports both staff and student training.</p> <p>vii) Leuphana University in German. Partnership established in 2017.</p> <p>Digital Opportunity Trust Tanzania (DOT) for youth/student training was established in 2018.</p>	
22	Establishing and supporting platforms (e.g. incubators) for testing the applicability of innovations	Platforms (e.g. incubators) for testing the applicability of innovations established by December 2016	<p>Units for supporting innovation and entrepreneurship development were established, as follows;</p> <p>i) Central science workshop at CoNAS;</p> <p>ii) Technology development and Transfer Centre (TDTC) at CoET;</p> <p>iii) Innovation Spaces at CoICT (UDICTI). University of Dar es Salaam Innovation and Entrepreneurship Centre (UDIEC).</p>	Implemented
23	Establishing a multidisciplinary incubation centre.	A multidisciplinary incubation centre established by June 2018	Multidisciplinary incubation services are provided at UDIEC since 2016.	Implemented
24	Facilitating the establishment of spin-off companies for doing business with strategic partners	One spin-off company for doing business with strategic partners established by December 2018	<p>The following student companies have been established;</p> <p>i) Guavay Company Limited (2015) to produce and market industrial-grade NPK organic fertilizer pellets;</p> <p>ii) Bio food Tech Enterprises (2015) to develop unique brand of probiotic and naturally nutritious products;</p> <p>JV Biotech Enterprises Company Limited (June</p>	Implemented

			2016).	
25	Supporting initiatives to enhance the visibility of innovations at the University	Initiatives to enhance the visibility of innovations at the University enhanced and continuously supported	Innovation visibility enhancement continuous done especially during research week. During exhibition seaweed farming industry, value addition activities and pond aquaculture were supported	Implemented
26	Promoting an organizational research and development culture that mainstreams innovation and entrepreneurship as core values	An organizational research and development culture that mainstreams innovation and entrepreneurship as core values continuously promoted	The University uses research week to promote research and development culture	Partly Implemented More initiatives needed to promote research and development culture.
27	Building staff and students' entrepreneurship skills	Staff and students' entrepreneurship skills continuously built	Entrepreneur seminars and workshops are given to staff and students. The University offers degree programmes with entrepreneurship components.	Implemented
28	Developing a policy for strategic collaboration with the key stakeholders for knowledge exchange activities	A policy for strategic collaboration with the key stakeholders developed by 2016	Policy for strategic collaboration with the key stakeholders has not been developed. Collaboration with other consulting companies is done in joint bidding.	Not implemented Policy not in place
29	Establishing strategic partnerships with the key stakeholders for undertaking consultancies	Two MoUs for strategic collaboration with the key stakeholders signed annually	No MoUs for collaboration with key stakeholders have been signed.	Not Implemented
30	Creating structures that foster multidisciplinary in consultancy activities	Guidelines that foster multidisciplinary in consultancy activities developed by 2016	No guidelines have been developed.	Not implemented
31	Developing a large	At least 50 academic staff members trained	63 staff were trained on consultancy issues in	Partly implemented

	number of academic staff members with refined skills to offer consultancy services	annually in consultancy issues.	three sessions	More staff need to be trained
32		A policy for supporting mentorship developed by 2016	Mentorship policy not developed	Not implemented Policy not in place
33	Setting a policy for recognizing the staff members who carry out consultancy activities	A policy for recognizing the staff members who carry out consultancy activities developed by 2016	Consultancy Recognition Policy not developed	Not Implemented Policy not in place
34	Enhancing the visibility of the staff members' capacity to carry out consultancy activities.	The staff members' capacity to carry out consultancy activities publicized widely twice a year.	Staff capacity publicity is done during the DITF and Industrialization exhibitions that are held annually	Implemented
35	Inculcating an organizational culture that includes consultancy issues and public service as core values.	Activities related to consultancy and public service promoted among staff.	Adverts for consultancy assignments are regularly sent to Colleges, Institutes and schools	Implemented
		The University's policy on consultancy issues implemented by June 2017	The consultancy policy is being implemented	Implemented
36	Developing a policy and guidelines for the units to provide public service to the community	A policy and guidelines for the units to provide public service to the community established by 2016	The policy has not been developed	Not Implemented
	Increasing the number of programmes and improving the offering of continuing education	Guidelines for the staff to offer continuing education developed by June 2016	Guideline is in the final stages of development.	Not Implemented Guidelines need to be completed.
		The number of continuing education programmes increased annually by 10%.	Offering of continuing education programme has been increasing by 2-3% annually.	Partly implemented

				Increase number of programmes to offer.
		A quality assurance manual on continuing education developed by 2017.	No quality assurance manual has been developed	Not implemented Manual still needs to be developed
		A business plan on continuing education reviewed by 2016	Business plan has not been reviewed.	Not implemented Manual still needs to be developed

2.2 Cascaded Objectives and Initiatives

The UDSM strategic objectives for the 2020/21 - 2024/25 period are:

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

DVC Research strategic objectives and initiatives are aligned with the UDSM strategic objective to enhance research, innovation, and knowledge exchange and provision of public service. . Therefore, DVC Research plans to pursue and attain the following strategic objectives in response to UDSM Strategic Plan:

- (i) Enhance research and knowledge governance and management.
- (ii) Prioritise research agenda implementation.
- (iii) Enhance research information management.
- (iv) Strengthen research and consultancy culture and competencies.
- (v) Strengthen research and public service infrastructure.
- (vi) Ensure sustainable research funding.
- (vii) Enhance support to IPs businesses.

2.3 Stakeholder Analysis

DVC Research has several key internal and external stakeholders. The analysis of DVC Research stakeholders' expectations has been reflected in the strategic objectives and is summarised in Table 2.

Table 2: DVC-Research Stakeholder Analysis

Main Stakeholders	Stakeholder Expectations (from the Unit)	Strategic Intervention
Policy and decision makers	<ul style="list-style-type: none"> ✓ Strategic national Research, innovation knowledge exchange and Public service ✓ Technical support and advice ✓ Evidence-based information to inform decisions ✓ Value for money ✓ Policy Briefs, Policy development and formulation ✓ Institutional sustainability 	<ul style="list-style-type: none"> ✓ Align research and innovation projects to national research agenda ✓ Promote research information sharing of research results ✓ Disseminate scientific research and innovation results through policy briefs ✓ Provide scientific research and innovation advice to policy makers ✓ Institute research sustainability
Higher Learning	<ul style="list-style-type: none"> ✓ Leadership in research, 	<ul style="list-style-type: none"> ✓ Provide quality research outputs for

Main Stakeholders	Stakeholder Expectations (from the Unit)	Strategic Intervention
Institutions	innovation, knowledge exchange and Public service ✓ Collaborative research and innovation ✓ Research, innovation and public service information and Publication	academic excellence and knowledge contribution ✓ Promote collaborative multidisciplinary research projects ✓ Promote research and innovation information sharing including research proposals and research results
Industry	✓ Leadership in research, innovation, knowledge exchange and Public service ✓ Information sharing ✓ Accurate, transparent, timely and reliable information ✓ Accurate and reliable research and innovation information ✓ Involvement and participation ✓ Collaboration in research and innovation monitoring, and evaluation	✓ Provide quality research outputs to industries ✓ Engage the industries to solve their problems through applied research ✓ Promote research information sharing including research proposals and research results ✓ Promote research collaboration with the industry
General public/community	✓ Leadership in research, innovation, knowledge exchange and Public service ✓ Implementation of ethically-sound research ✓ Dissemination of research and innovation results ✓ Trust and confidence ✓ Accurate, transparent, timely and reliable information ✓ A good relationship with the public/society members ✓ Participation in social and developmental activities of the community.	✓ Provide quality research outputs to the general public ✓ Engage the general public in problem-based research ✓ Scale-up the developed research technologies to the general public ✓ Promote research and innovation advancement through training to the public
Development Partners	✓ Programme sustainability ✓ Comprehensive dissemination of research and innovation results ✓ Transparency and accountability ✓ Information sharing and feedback Adherence to protocols and research grants ✓ Value for Money	✓ Promote research and innovation information sharing including research proposals and research results ✓ Prepare clear research and innovation implementation plan ✓ Institute transparency feedback through operational and financial reports ✓ Prepare research and innovation monitoring and evaluation tools
Employees and staff	✓ Transparent, effective and	✓ Provision of appropriate training and

Main Stakeholders	Stakeholder Expectations (from the Unit)	Strategic Intervention
	efficient performance management systems ✓ Conducive working environment ✓ Timely provision of state-of-the-art working tools ✓ Attractive career development ✓ Good governance practices and fair treatment ✓ Transparent and fair staff appraisal system ✓ Staff participation and feedback ✓ Enhanced capacity-building for staff ✓ Recognition and participatory approach ✓ Professional advancement ✓ Fair and competitive opportunities	development programme to staff ✓ Provision of appropriate policies, procedures and guidelines ✓ Provide adequate and appropriate resources and internal processes ✓ Provide fair and equitable remuneration to staff
Service providers and Suppliers	✓ Transparency and accountability ✓ Fair and competitive opportunities ✓ Provision of appropriate services/supplies ✓ Timely settlement of their dues	✓ Fair and competitive selection of suppliers and service providers ✓ Effective dissemination of information on tenders ✓ Compliance with Procurement Act and Regulations ✓ Ensuring payment for goods and services within specified time ✓ Effective cash management ✓ Regular communication with suppliers and service providers

2.4 SWOC Analysis

The assessment of DVC Research operational environment is analyzed in its Strengths, Weaknesses, Opportunities and Challenges (SWOCs). A summary of DVC main SWOCs in line with those of UDSM is provided in Table 3.

Table 3: SWOC Analysis

INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
<ol style="list-style-type: none"> 1. Strong research and innovation governance, leadership, and Public Service 2. High level of corporate compliance with the laws and regulations 3. Existence of support in research and innovation policies and procedures 4. Strategically-located campuses and branches for research and innovation activities 5. Supportive research and innovation infrastructure 6. High skilled and competent staff with research, knowledge exchange and innovation experience 7. Strong public brand and recognition 8. Renowned University in the Region 9. Availability of land for expansion for research centres and research centre of excellence 10. Availability of diverse research and innovation programmes and initiatives 	<ol style="list-style-type: none"> 1. Slow pace in adopting rapidly changing global research and innovations 2. Slow pace in implementing succession research governance and management 3. Weak financial sustainability and independence for research and innovation projects 4. Inadequate modernisation, coverage, and integration of research and innovation management information systems 5. Inadequate and ageing research facilities and infrastructure
EXTERNAL FACTORS	
OPPORTUNITIES (+)	CHALLENGES (-)
<ol style="list-style-type: none"> 1. Stable national macroeconomic environment 2. Stable national political arena 3. Enabling framework for higher education, research, innovation, and knowledge exchange 4. High demand for higher education, research, innovation and public services 5. Opportunities for national, regional, and international collaboration 6. Diverse alumni base 	<ol style="list-style-type: none"> 1. High competition from other higher education institutions 2. Growing uncertainty in funding for higher education from external sources – Governments, international foundations, private donors, etc. 3. Higher number of retired researchers who are highly experienced 4. Insufficient number of research and innovation staff

2.5 Critical Strategic Issues

Based on performance review, Situational analysis, Stakeholder analysis, and SWOC analysis, the following are the major DVC Research strategic issues to be focused in the strategic Action Plan.

1. Enhancing research and innovation governance and management.
2. Prioritising research agenda implementation.
3. Enhancing research information management.
4. Strengthening research and consultancy culture and competencies.

5. Strengthening the research and public service infrastructure.
6. Ensuring sustainable research and innovation funding.
7. Enhance support to IPs businesses.

3. STRATEGIC ACTION PLAN- 2020/21 – 2024/25

3.1 *Mission*

The Mission of the DVC Research is aligned with UDSM Mission to advance the economic, social, and technological development of Tanzania and beyond through excellent teaching and learning, research and knowledge exchange.

3.2 *Vision*

The vision of the DVC Research is aligned with UDSM Vision 2061 to be a leading Centre of Intellectual Wealth - spearheading the quest for sustainable and inclusive development.

3.3 *Core Values*

Academic Excellence	The pursuit of academic excellence in teaching, research and knowledge exchange.
Academic Integrity	Academic outputs produced in line with international standards of quality and academic integrity
Academic Freedom	Upholding the spirit of free and critical thought and enquiry by tolerating a diversity of beliefs and understanding
Internationalization	Participating in the regional and global world of scholarship
Social Responsibility	Responsiveness to priority issues and the problems facing people in the national and international context.
Commitment to Development	Promoting the University's role in the development of the nation and of its people.

Holistic Student Development	Creating a holistic teaching, learning and living environment which is student-centred for academic and personal growth.
Equity and Social Justice	Ensuring equal opportunities and non-discrimination based on personal, ethnic, religious, class, gender, or other social characteristics.

3.4 Strategic Action Plan Matrix

The five year Strategic plan (from 2020/2021 to 2024/2025) which needs to be implemented and realised by the directorates under DVC R is presented in Appendix 1. It consists of strategic objectives, strategies, targets, timeline, and responsible officers.

Appendix 1: DVC Research Strategic Action Plan: 2020/21 – 2024/25

S/N	Strategic Objective	Strategy	Target	Time Frame (Year..)					Responsible Officer
				1	2	3	4	5	
1.	Objective D: Research, Innovation, and Knowledge Exchange Enhanced	<ul style="list-style-type: none"> ✓ Enhance research and knowledge governance and management. ✓ Prioritise research agenda implementation. ✓ Enhance research information ✓ Strengthen research and consultancy culture and competencies. ✓ Strengthen the research and public service infrastructure ✓ Enhance support to IPs businesses. ✓ Ensure sustainable research 	<u>Governance and management</u> <ul style="list-style-type: none"> ✓ The Directorate of Research and Publications’ organisational structure reviewed by June, 2022. 						
			<ul style="list-style-type: none"> ✓ A new IPR strategy and incentive scheme established by June, 2021 						Manager IPMO
			<ul style="list-style-type: none"> ✓ The UDSM consultancy policy reviewed by June, 2023 to enhance competitiveness and staff motivation, mentoring and performance – recognition 						DPS

	Strategic Objective	Strategy	Target	Time Frame (Year..)				Responsible
		funding.	<ul style="list-style-type: none"> ✓ UCB and CCE capacity strengthened by June, 2022 (i.e organisational structure, staffing, computerised databases, updated strategic plans and business plans enhanced) 					DPS
			<ul style="list-style-type: none"> ✓ DUP administration and operations facilitated 					Manager DUP
			<p><u>Research agenda implementation</u></p> <ul style="list-style-type: none"> ✓ 20 new functioning strategic multi – disciplinary research, networks and centres established by June, 2025 					DRP
			<ul style="list-style-type: none"> ✓ Each College, School, and Institute to have an operational flagship research programme with direct 					DRP

	Strategic Objective	Strategy	Target	Time Frame (Year..)				Responsible
			contribution to the national industrialisation agenda by June, 2022.					
			✓ A multipurpose Innovation hub & entrepreneurship resources centre established by 2023.					UDIEC
			✓ An innovation fund with internal UDSM financing mechanism established by June, 2023.					UDIEC
			✓ The UDSM technology development and transfer units (TDTC, UDEC) strengthened (visions and plans reviewed; facilities and staff strengthened) by June, 2023.					UDIEC
			✓ 5Multidisciplinary incubation centres established by June, 2023.					UDIEC

	Strategic Objective	Strategy	Target	Time Frame (Year..)					Responsible
			✓ 20 new collaborative partnerships with industry to commercialise applicable research findings by June, 2025.						UDIEC
			✓ A UDSM industrial park for supporting spin-off companies established by June, 2025.						UDIEC
			✓ Expansion of aquatic and marine sciences research capacities by June, 2025.						DRP
			✓ UDIEC Organisation structure reviewed to strengthen the management of innovation, entrepreneurship and incubation services by 2022.						UDIEC

	Strategic Objective	Strategy	Target	Time Frame (Year..)				Responsible	
			<ul style="list-style-type: none"> ✓ Support research strengthening strategies enhanced. ✓ Seed money/competitive research grants disbursed. 						DVC-R
			<ul style="list-style-type: none"> ✓ Support UDSM Global ranking 						DVC-R
			<p>Research information management</p> <ul style="list-style-type: none"> ✓ A knowledge exchange communication strategy prepared by June, 2021. 						DPS
			<ul style="list-style-type: none"> ✓ The research repository management system strengthened by June, 2023. 						

	Strategic Objective	Strategy	Target	Time Frame (Year..)				Responsible	
			✓ A reviewed scheme for staff and students' access to online journals and resources in place by June, 2022.						DRP
			✓ 100% off all the UDSM journals indexed internationally by June, 2023.						DRP
			✓ Having an alternative portal for community – based and other outreach services, which the University provides with non – profits to ensure that they are also reflected in the activities that the University undertake.						DPS
			<ul style="list-style-type: none"> ✓ Research and Public Service Culture and Competencies ✓ 30 staff advanced research training workshops organised by June, 2025. 						DRP/DPS
			✓ 15 staff advanced public service training workshops organised by June, 2025.						DPS
			✓ A framework for senior staff to mentor junior ones in research and public service						DPS/DRP

	Strategic Objective	Strategy	Target	Time Frame (Year..)				Responsible
			introduced by June, 2022.					
			✓ A reviewed incentive scheme for staff's productive involvement in research and innovation instituted by June, 2022.					DRP
			✓ 5strategic public service projects such as Compressed Natural Gas (CNG) plant and CNG Vehicle Conversion Workshop) by June, 2025.					UDIEC
			✓ Five IPs business licences developed by June, 2025.					IPMO
			<p><u>Sustainable research financing</u></p> <p>✓ A ring fenced UDSM research fund established by June, 2021</p>					DRP
			✓ 5 in – depth training workshops on research proposal development conducted by June, 2022.					DRP

	Strategic Objective	Strategy	Target	Time Frame (Year..)					Responsible
			✓ A standing UDSM level multi- disciplinary team for drafting University wide flagship research proposals established by June, 2021.						DRP

