



The University of Dodoma



Strategic Plan

2021/22 - 2025/26

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LIST OF ABBREVIATIONS

ARMC	Audit and Risk Management Committee
AU	African Union
BoQs	Bills of Quantities
CAG	Controller and Auditor General
CCTV	Closed-Circuit Television
CESA	Continental Education Strategy for Africa
CHSS	College of Humanities and Social Sciences
CI	Confucius Institute
CIA	Chief Internal Auditor
CIVE	College of Informatics and Virtual Education
CNMS	College of Natural and Mathematical Sciences
CoBE	College of Business and Economics
COED	College of Education
CoESE	College of Earth Sciences and Engineering
COVID-19	Corona Virus Disease 2019
DEM	Directorate of Estates Management
DGS	Directorate of Graduate Studies
DHRA	Directorate of Human Resources and Administration
DICT	Directorate of Information and Communication Technology
DLS	Directorate of Library Services
DoF	Directorate of Finance
DPI	Directorate of Planning and Investment
DPs	Development Partners
DRPC	Directorate of Research, Publications and Consultancy
DSS	Directorate of Student Services
DUS	Directorate of Undergraduate Studies

DVC-ARC	Deputy Vice-Chancellor - Academic, Research and Consultancy
DVC-PFA	Deputy Vice-Chancellor - Planning, Finance and Administration
EAC	East African Community
EAQAN	East Africa Quality Assurance Network
ETP	Education and Training Policy
FGDs	Focus Group Discussions
FY	Financial Year
FYDP	Five-Year Development Plan
HESLB	Higher Education Students' Loans Board
HIV	Human Immunodeficiency Virus
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
HLIs	Higher Learning Institutions
HRM	Human Resources Management
HRMC	Human Resources Management Committee
ICCEU	Internationalization, Convocation and Continuing Education Unit
ICT	Information and Communication Technology
IDPS	Intrusion Detections and Prevention System
IDS	Institute of Development Studies
IEC	Innovation and Entrepreneurship Centre
IGA	Income Generating Activity
ISO	International Standards Organization
IUCEA	Inter-University Council for East Africa
JAS	Junior Academic Staff
KPIs	Key Performance Indicators
KRA	Key Result Areas

LAN	Local Area Network
LSU	Legal Services Unit
LTPP	Long Term Perspective Plan
M&E	Monitoring and Evaluation
MoEST	Ministry of Education, Science and Technology
MUSE	Mfumo wa Ulipaji Serikalini
NACSAP	National Anti-Corruption Strategy and Action Plan
NACTE	National Council for Technical Education
NCD	Non-Communicable Diseases
NHIF	National Health Insurance Fund
NSSF	National Social Security Fund
ODeL	Open, Distance and eLearning
OER	Operating Expense Ratio
OPRAS	Open Performance Review & Appraisal System
OTR	Office of the Treasury Registrar
PFEIC	Planning, Finance, Estates and Investments Committee
PMU	Procurement Management Unit
PPP	Public-Private Partnership
PPRA	Public Procurement Regulatory Authority
PRMU	Public Relations and Marketing Unit
PSSSF	Public Service Social Security Fund
QA	Quality Assurance
QAU	Quality Assurance Unit
RIW	Research and Innovation Week
RSP	Rolling Strategic Plan
SAS	Senior Academic Staff
SDGs	Sustainable Development Goals

SIEM	Security Information and Events Management
SoMD	School of Medicine and Dentistry
SoNPH	School of Nursing and Public Health
SO	Strategic Objective
SoL	School of Law
SR	Student Records
STEM	Science, Technology, Engineering and Mathematics
STI	Science, Technology and Innovation
STISA	Science, Technology and Innovation Strategy for Africa
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TCU	Tanzania Commission for Universities
TDV	Tanzania Development Vision
THTU	Tanzania Higher Learning Institutions Trade Union
TO	Transport Officer
TZS	Tanzanian Shilling
UAB	University Accommodation Bureau
UBSE	University Bureau of Senate and Examinations
UDOM	The University of Dodoma
UDOMASA	University of Dodoma Academic Staff Association
VC	Vice-Chancellor
VCT	Voluntary Counselling and Testing

STATEMENT OF THE VICE-CHANCELLOR

The Fourth University of Dodoma (UDOM) Rolling Strategic Plan (2021/22–2025/26), in short, RSP IV aims at aligning the university's activities and outputs firmly with national, regional and international development frameworks particularly the Ruling Party Election Manifesto (2020–2025); Tanzanian Development Vision (2025); National Five-Year Development Plan (FYDP) III: 2021/22–2025/26; AU Agenda 2063; Continental Education Strategy for Africa (CESA 2016–2025); Sustainable Development Goals (2030); the Speech of His Excellence Dr. John Pombe Joseph Magufuli, the late President of the United Republic of Tanzania, on the inauguration of the 12th Parliament on 13th of November 2020 along with the speech of Her Excellence Samia Suluhu Hassan, the President of the United Republic of Tanzania to Parliament on 22nd of April 2021; and the Budget Speech for 2021/2022 financial year. Likewise, RSP IV is designed to effectively put UDOM on a strategic pathway to be amongst the 20 best universities in Africa by 2030.

UDOM Vision is *“A centre of excellence in education, training, research, innovation and public services for sustainable and inclusive global development”*. Accordingly, UDOM aspires to be truly an international institution that attracts the world's best students, staff, and researchers and is characterized by a stimulating teaching and learning environment; research and publications productivity and influence; dynamism in international collaboration; excellence in knowledge transfer and public services and indeed, value-added training, research and outreach activities.

RSP IV has set ten (10) strategic objectives to enable UDOM achieve its Vision and Mission in line with the University Act No.7 of 2005 and the UDOM Charter and Rules of 2007 as amended in 2020. The objectives are in the key result areas of health services, HIV/AIDS and non-communicable diseases; implementation of the national anti-corruption strategy; teaching and education; research, innovation, and public services; ICT infrastructure and digital solutions; national, regional and international collaborations; infrastructures and utilities; cross-cutting issues; and financial resources mobilization and management. Each key area has dedicated strategic objectives, strategies and measurable stretch targets along with key performance indicators for measuring progress.

UDOM is committed to the full implementation of RSP IV and has linked all its strategic objectives, targets and main activities to all cost centres. The RSP IV will also be the basis for all other plans and budgets of the university and monitoring of its implementation and performance will be prioritised.

In the course of implementing RSP IV, UDOM will continue to work closely with the Government of the United Republic of Tanzania through various ministries, development partners, the private sector, staff, students, parents and the public at large. These collaborations have significantly influenced the achievements made by UDOM to date and for which the university is greatly appreciative.

.....

Prof. Faustine K. Bee

Vice-Chancellor - The University of Dodoma

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EXECUTIVE SUMMARY

The University of Dodoma (UDOM) is a rising star in higher education in Africa. Established in 2007, UDOM is currently the largest university in Tanzania. Over its short period of existence of 14 years, it has managed to put in place primary facilities, systems and staff for effective teaching, research, innovation and outreach activities in line with the University Act No.7 of 2005 and the UDOM Charter and Rules of 2007. UDOM has substantially grown in size, programmes and student enrolment. Student enrolment has steadily increased from 1,115 in 2007/08 to 29,483 in 2019/20 for both undergraduate and postgraduate programmes. These achievements are attributed to the implementation of three Rolling Strategic Plans (RSP I, II and III).

This Fourth Rolling Strategic Plan (RSP IV: 2021/22–2025/26) is heavily based on a review and replacement of RSP III (2017/18–2021/22). It aligns the contributions of UDOM to the national, regional and international development frameworks that include the Ruling Party Election Manifesto (2020–2025); Tanzania Development Vision (2025); National Five-Year Development Plan (FYDP) III: 2021/22–2025/26; AU Agenda 2063; Continental Education Strategy for Africa (CESA 2016-2025); Sustainable Development Goals (2030) and the Speech of his excellence Dr. John Pombe Joseph Magufuli, the late President of the United Republic of Tanzania, on the inauguration of the 12th Parliament on 13th of November 2020 along with the speech of her excellence Samia Suluhu Hassan, the President of the United Republic of Tanzania to Parliament on 22nd of April 2021. To that end, the RSP IV implements UDOM aspiration of becoming among the top 20 best universities in Africa by 2030.

The RSP IV was prepared through a consultative process that started with a comprehensive desk review which included an in-depth analysis of the performance of RSP III. Furthermore, the desk review gave attention to several issues specifically, the internal and external environment of the university; stakeholders' expectations against services received; and UDOM's Strengths, Weaknesses, Opportunities and Challenges. As a result, several critical strategic issues of UDOM to be addressed by RSP IV were identified in 10 Key Result Areas (KRA) namely: health services, HIV/AIDS and non-communicable diseases; implementation of the National Anti-Corruption Strategy; teaching and learning; research, innovation and public services; ICT infrastructure and digital solutions; national, regional and international collaborations; infrastructures and utilities; cross-cutting issues; and financial resources mobilization and management. Inadequate level of financial resources was noted to be a major issue of concern among other challenges and thus affecting the implementation of strategic objectives. In this regard, a vibrant plan and strategies are needed to mobilize both financial and non-financial resources.

The RSP IV (2021/22–2025/26) focuses on the UDOM’s core functions of teaching, research, and public service delivery. It guides UDOM in the pursuit of its vision which is to become *“A centre of excellence in education, training, research, public services and innovation for sustainable and inclusive global development.”* Likewise, to fulfil its mission which is *“To contribute to national, regional and global development through the provision of high-quality education, training and cutting-edge research, innovation and public services.”*

The RSP IV Vision will be achieved through the following strategic objectives – each provided with appropriate chosen strategies, measurable stretch targets and Key Performance Indicators (KPIs):

- 1) Health services improved, HIV/AIDS infections and Non-Communicable Diseases (NCDs) reduced
- 2) National Anti-Corruption Strategy effectively implemented
- 3) Access and quality of teaching and learning enhanced
- 4) Research, innovation, and public services enhanced
- 5) ICT infrastructure and digital solutions improved
- 6) National, regional and international collaborations reinforced
- 7) Good governance and human resources management improved
- 8) Infrastructures and utilities improved
- 9) Cross-cutting issues mainstreamed
- 10) Financial resources mobilization and management enhanced

UDOM will continue to strengthen the frameworks, structures and systems for implementing its activities including the RSP IV. The RSP IV will form the basis for all other plans and budgets of UDOM. But again, monitoring of the plan’s implementation and performance will be prioritised. A Results’ Framework or Monitoring and Evaluation framework that seeks to facilitate tracking of the implementation of the plan and the intended results are mainstreamed in RSP IV.

CHAPTER ONE

INTRODUCTION

1.1 Background

The University of Dodoma (UDOM), established in 2007, is Tanzania's largest and unique university with the requisite facilities, systems and staff for teaching, research, innovation and outreach activities as stipulated in the University Charter of 2007 (and its amendments).

UDOM started with three (3) schools only and since then, it has been growing steadily with student population increasing from 1,115 in 2007/08 to 29,483 in 2019/20 academic year for both undergraduate and postgraduate programmes. As of today, the university has eleven (11) academic units that include colleges, schools and institutes. The colleges are: College of Education (CoED); College of Humanities and Social Sciences (CHSS); College of Informatics and Virtual Education (CIVE); College of Natural and Mathematical Sciences (CNMS); College of Earth Sciences and Engineering (CoESE); College of Business and Economics (CoBE). Along with those colleges, UDOM has three schools, namely the School of Law (SoL); the School of Medicine and Dentistry (SoMD); and the School of Nursing and Public Health (SoNPH). The two institutes are: Institute of Development Studies (IDS) and Confucius Institute (CI).

Recent shifts in the internal and external strategic environment of UDOM have necessitated a review of the Third UDOM Rolling Strategic Plan for 2017/18–2021/22, (RSP III) to come up with this Fourth UDOM Rolling Strategic Plan for 2021/22–2025/26, (RSP IV). Internally, the new university management has put UDOM on a strategic pathway to be among the 20 best universities in Africa by 2030 and has accordingly aligned the institutional arrangements to revise organizational structure and policies. Externally, UDOM plans to be aligned with the recent development agenda as mainstreamed in Government planning frameworks that include the Ruling Party Election Manifesto (2020–2025); National Five-Year Development Plan (FYDP) III: 2021/22–2025/26 and, the Speech of his excellence Dr John Pombe Joseph Magufuli, the late President of the United Republic of Tanzania, on the inauguration of the 12th Parliament along with the speech of her excellence Samia Suluhu Hassan, the President of the United Republic of Tanzania, to Parliament on 22nd of April 2021. Furthermore, the current RSP IV takes at its centre stage global issues such as Sustainable Development Goals (SDGs) that are to be attained by 2030.

1.2 Purpose of the Plan

UDOM RSP IV sets out the road map for the future strategic direction of UDOM by identifying objectives, strategies and targets to be pursued during the next five years, 2021/22-2025/26. The plan guides planning, budgeting, implementation and reporting in all academic and administrative units. Similarly, it provides a basis for mobilization and effective utilization of resources, and as a tool for providing improved services. It describes what UDOM aspires to achieve in the next five years, and how it will attain the intended outcomes for its stakeholders. But again, it also contributes to the national long-term goals and development agenda.

1.3 Methodology

The Plan has been developed in a participatory process involving consultative meetings and discussions with UDOM management, representatives from all academic and administrative units, students, staff associations and trade unions, as well as other education strategic stakeholders, such as the Ministry of Education, Science and Technology (MoEST), Ministry of Industry and Trade, Tanzania Commission for Universities (TCU), Office of the Treasury Registrar (OTR), and National Council for Technical Education (NACTE). Various frameworks such as FYDP III, 2021/22-2025/26, Ruling Party Election Manifesto (2020-2025), SDGs 2030, Agenda 2063 (The Africa We Want), and the Continental Education Strategy for Africa (CESA) (2016-2025), Education and Training Policy (ETP) 2014, Handbook for Standards and Guidelines for University Education in Tanzania (3rd Edition) and State of University Education in Tanzania 2018 were reviewed to guide the formulation and preparation of this strategic plan.

1.4 Layout of the Plan

The RSP IV, 2021/22-2025/26 document has four chapters. **Chapter One** gives the background, objectives of the plan as well as the process used to formulate the plan. **Chapter Two** presents situation analysis (with key issues) of the current internal and external working environment that include a brief performance of the previous plan, RSP III. Apart from the historical background and developments of the university, the Chapter outlines UDOM's Vision, Mission, and core values that also guided the previous plan. Furthermore, the Chapter briefly reviews the relevant policy context and the internal environment of UDOM. It also presents UDOM stakeholders' analysis, Strengths, Weaknesses, Opportunities and Challenges (SWOC) and critical strategic issues. **Chapter Three** presents the framework of RSP IV, 2021/22-2025/26. The Chapter outlines the Strategic Objectives to be achieved and Strategies that

describe how UDOM will achieve its objectives as they link objectives to target areas and main activities. RSP IV indicates further the Key Performance Indicators (KPIs) for measuring the attainment of each objective. Implementation, monitoring and evaluation modalities are presented in **Chapter Four**. But again, chapter four sheds light on how the results that are intended in the RSP IV will be measured along with highlighting the benefits that will accrue to stakeholders.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Introduction

This chapter presents and analyses the performance of RSP III, 2017/18-2021/22 and the internal and external environment of UDOM. The analysis includes the services provided to and expectations of stakeholders. It ends up with the identification of the main SWOC along with critical issues that form the basis for RSP IV, 2021/22–2025/26.

2.2 Historical Developments

UDOM was established in 2007 with a planned capacity of 40,000 students when all necessary infrastructures are in place. The university formative years concentrated on building the necessary infrastructure to support students and staff population as well as offering services to the public. As of today, the development of infrastructure and other learning facilities are near satisfactory levels, and to that end, more emphasis is shifted towards increasing the quality of education and other services offered to the public. Reinforcing infrastructure for science, technology, and innovation is also given the impetus it deserves. Furthermore, UDOM works to diversify mainly from teaching to increasing its contribution in other core areas, and in particular research, innovation and outreach engagement. Since a large part of UDOM academic staff is composed of juniors, there is an increased thrust towards staff development in line with the university's aspiration of being among the 20 best universities in Africa by 2030.

2.3 Mandate

Based on the University of Dodoma Charter, 2007, UDOM is mandated to initiate and run post-graduate degrees, post-graduate diplomas, degrees and non-degree (certificates and diplomas) programmes and other awards in various disciplines of national and global relevance. UDOM is set up as the university that aims at fostering equity and fairness in education by providing an inclusive learning environment through teaching, research and public services as outlined in the University Charter.

2.4 RSP III Vision, Mission and Core Values

2.4.1 Vision

To become a centre of excellence that offers value-added training, research and public services.

2.4.2 Mission

To provide comprehensive, gender-sensitive, and quality education to a broad segment of the population through teaching, research, and public services in the fields of education, health sciences, natural and mathematical sciences, earth sciences, information and communication technologies, business, law, humanities and social sciences.

2.4.3 Core Values

Currently, six core values guide UDOM in accomplishing its vision, mission and functions: *partnerships; innovation, moral standards and integrity; accountability and transparency; excellence; and equity.*

2.5 Review of the Implementation of RSP III: 2017/18–2021/22

The 2017/18-2021/22 RSP is comprised of 10 strategic objectives, 118 targets and 184 KPIs. About 50% of the KPIs were fully achieved with the rest somewhat partially achieved. The implementation was challenged by several factors that included but not limited human and financial resources constraints and inadequate measurability of some of the targets and KPIs. The following is a summary of the main achievements of each strategic objective.

Objective 1: Health Services Improved, HIV/AIDS Infections and NCD Reduced

- 1) 24 Seminars on HIV/AIDS and NCDs were conducted across UDOM to increase awareness to staff and students.
- 2) Various medicines and hospital supplies were procured for UDOM Hospital.
- 3) Continued support for staff living with HIV/AIDS and NCDs
- 4) Staff and student sensitization for Voluntary Counselling and Testing (VCT)
- 5) Provision of skill-based health education and training on HIV/AIDS and NCDs

Objective 2: National Anti-Corruption Strategy Effectively Enhanced, Sustained, and Implemented

- 1) Establishment and operationalization of UDOM Integrity and Ethics Committee
- 2) Continued awareness-raising on anti-corruption to students and staff, for instance, 8 seminars on anti-corruption were conducted to more than 313 staff and students, and
- 3) Regular talks on the matter in various forums organized by the university.

Objective 3: Access and Quality of Education and Training Strengthened

- 1) Increased student-enrolment, such as a total enrolment was 29,202 and 29,483 in 2018/19 and 2019/20, respectively.
- 2) 143 degree and non-degree programmes and 54 programmes established in line with national priorities.
- 3) Seven (7) new academic programmes were developed and submitted to TCU for accreditation
- 4) Establishment of Benjamin William Mkapa scholarship programme which commenced in the FY 2020/21.
- 5) Continued training and development of academic staff in various aspects including teaching methodology.
- 6) Annual provision of additional teaching aids and facilities including laboratory equipment and teaching supplies
- 7) Acquisition of books and reading materials and a total of 3,223 books have been procured by 2019/20 academic year.
- 8) Codification and valuation of assets in 4 out of 9 cost centres.

Objective 4: National, Regional and International Cooperation and Collaboration Enhanced

- 1) 57 collaborative linkages established.
- 2) 30 meetings with stakeholders were conducted.
- 3) Establishment of the alumni association.
- 4) Establishment and operationalization of kidney transplant programme through collaborations between UDOM, Benjamin Mkapa referral Hospital, Tokushukai University in Japan, and Tokyo Women Medical University. Five (5) success operations have so far been recorded.
- 5) A strategic partnership MoU with the Benjamin Mkapa referral Hospital was signed as well as regional referral hospitals in Singida and Dodoma.
- 6) Participation in 15 regional and national exhibitions.

- 7) Increased staff and student's involvement in community activities, such as blood donation, caring for students with disabilities and the sick.
- 8) Preparation to establish TV is underway, 50% of the equipments for online TV have already been procured.
- 9) College-level websites are established and operational.

Objective 5: Research, Publications and Innovation Enhanced and Coordinated

- 1) 91 research projects were undertaken using internally generated funds.
- 2) 59 externally funded research projects were undertaken.
- 3) 33 externally funded collaborative research projects were undertaken.
- 4) 16 institutional research partnerships were established.
- 5) Research agenda policy and guidelines under review.
- 6) 30 research project teams established.
- 7) A guideline for rewarding researchers and innovators prepared.
- 8) 1 university newsletter was established.
- 9) 239 articles published in peer-reviewed journals.
- 10) 4 local journals were established.
- 11) 1 book published.
- 12) 7 research-based conferences were conducted.
- 13) 109 researchers attended local and international conferences.
- 14) 3 international scientific conferences were organized.

Objective 6: Mobilization and Management of Financial Resources and Investments Improved

- 1) UDOM investments policy operationalised.
- 2) Investments and resource mobilization unit established.
- 3) UDOM alumni policy in place.
- 4) 1 UDOM alumni committee was formed.
- 5) 405 alumni participated in various UDOM development activities.
- 6) Research and Consultancy Bureau established.
- 7) 35 consultancy services delivered.
- 8) 21 consultancy assignments accomplished.
- 9) 2 short courses are conducted annually.
- 10) Improved and operationalization of UDOM land master plan.
- 11) 55 billion TZS revenue generated from UDOM resources.
- 12) Policy and guidelines for rental fees in place.
- 13) 6 proposals were submitted to Development Partners.
- 14) 3 development partners were attracted.

- 15) Financial and accounting system regularly reviewed and operationalized.
- 16) Improved computerized financial management information system in place.
- 17) Electronic Internal Revenue Receipt system in place.
- 18) Annual accounts and reports prepared.
- 19) Annual audit reports in place.

Objective 7: ICT Infrastructures and E-learning Enhanced

- 1) 4 relevant ICT hardware and software were acquired and regularly updated.
- 2) UDOM website is regularly updated.
- 3) UDOM Student Records (SR) improved and data migrated from SR1 to SR2.
- 4) An Online UDOM electronic students' registration system is in place.
- 5) Institutional repositories were established and 2,256 documents were uploaded.
- 6) 1 power and data backups installed.
- 7) 53,181 relevant electronic journals subscribed.
- 8) 7 market-driven ICT software and services developed.
- 9) ICT master plan, e-learning policy and e-learning guideline developed.
- 10) 3 online systems i.e., E-office, Ruhusa and OPRAS established.

Objective 8: Human Resources and Working Environment Improved

- 1) 148 academic and professional staff employed, retained, and motivated. Five (5) staff were recruited as interns.
- 2) 349 members of academic staff funded to attend long-term training.
- 3) 90% of staff filled OPRAS forms and reports prepared.
- 4) 1 performance-based motivation/incentive package introduced to administrative staff and accountants.
- 5) 52 senior members of academic staff trained on security issues, 2 on Human Resources Management, 6 attended human resource forums and 72 attended training on Strategic Academic Leadership and Management.
- 6) 6 operating manuals were prepared.
- 7) 90 staff members trained on the MUSE system.
- 8) 73 out of 111 targeted members of staff were employed for the year 2019/20.
- 9) UDOM Client Service Charter prepared.
- 10) 26 vehicles and 3 motorcycles were procured.
- 11) 98% of planned decision-making meetings were held.
- 12) Workers Council was established and met as planned.

Objective 9: Cross-cutting Issues Mainstreamed

- 1) 1,000 staff and students trained on sexual harassment and gender.

- 2) Gender balance and equity are ensured in all UDOM activities.
- 3) 32 staff and students were trained on human rights and other legal matters.
- 4) UDOM Legal Aid Clinic was established and operationalized.
- 5) Free legal aid services were provided to 100 citizens.

Objective 10: Construction of the Remaining Infrastructures Completed

- 1) 4 colleges constructed student hostels (detailed design and preparation of bills of quantities (BoQs) completed ready for procurement of contractors).
- 2) 4 colleges constructed lecture rooms and seminar rooms (detailed design and preparation of BoQs completed ready for procurement of contractors).
- 3) 4 colleges constructed academic staff office blocks (detailed design and preparation of BoQs completed ready for procurement of contractors).
- 4) 4 colleges constructed library buildings (detailed design and preparation of BoQs completed ready for procurement of contractors).
- 5) 4 colleges constructed a modern auditorium (detailed design and preparation of BoQs completed ready for procurement of contractors).
- 6) 33 staff houses constructed (detailed design and preparation of BoQs completed ready for procurement of contractors).
- 7) 0 constructed faith-based buildings
- 8) 2 bank buildings in place
- 9) 8 kilometres of Bitumen standard road constructed from Kisasa to UDOM main campus (road construction by Dodoma City Authority).
- 10) 100% of university buildings are provided with pavements and walkways
- 11) 100% of university buildings are provided with access to clean water
- 12) 100% of university buildings are provided with sewerage and sanitation infrastructure
- 13) 0 standby generator procured
- 14) 3 tests for wind and solar systems established
- 15) 150 street lights installed.
- 16) 100% of university buildings are provided with soft landscaping around.
- 17) 0 water harvesting projects
- 18) 1 green zone in place
- 19) Phase-wise maintenance and renovation were conducted in 20 hostels.

2.6 New Initiatives

In the middle of the third RSP, UDOM management instituted changes that based on directives of the government, internal assessment reports and the need to further operational efficiency and cost-effectiveness. These changes included a review of the organization structure – the new one is presented in Appendix 1. Towards the end

of RSP implementation, a new Chancellor of the university was appointed. The new management is engaged in transforming UDOM to be more result-oriented, efficient, aligned with pertinent national, regional and international agendas. But again, the new management is spearheading the momentum for UDOM to be among the best 20 universities in Africa, by 2030.

The current university management has also introduced other new initiatives that did not feature in RSP III. These new initiatives include the following:

- a) Junior Academic Staff (JAS) and Senior Academic Staff (SAS) research grants;
- b) Innovation and Entrepreneurship Centre (IEC);
- c) Research and Consultancy Bureau;
- d) University Bureau of Senate and Examination (UBSE);
- e) Benjamin William Mkapa Scholarship and Professorial Chair.

2.7 Review of the Enabling General Policy Context

2.7.1 The Global and Regional Strategic Frameworks

Higher Learning Institutions (HLIs) are shaped by several global strategies. The Sustainable Development Goal (SDG) 4 focuses on ensuring inclusive and equitable quality education and promoting universal lifelong learning opportunities. Besides, it targets a substantial increase in the number of youth and adults to have technical, vocational and other relevant skills for employment and entrepreneurship by 2030. African Union (AU) Science, Technology and Innovation Strategy for Africa (STISA) strategy defines four mutually reinforcing pillars which are prerequisite conditions for its success namely: building and/or upgrading research infrastructures; enhancing professional and technical competencies; promoting entrepreneurship and innovation; and providing an enabling environment for Science, Technology and Innovation (STI) development in the African continent. Moreover, the AU Agenda 2063 offers an avenue for the strategic direction of the education sector in the African context. UDOM aligns with the thrust of these frameworks which are geared towards the production of skilled human resources that can contribute positively to economic development.

2.7.2 The Trending Roles of HLIs

A highly skilled workforce is a prerequisite for achieving the targets of the Tanzania Development Vision 2025 as stipulated in the Long-Term Perspective Plan (LTPP), FYDP III and the Ruling Party Election Manifesto (2020-2025). The role of training

and production of skilled labour and workforce rests in the arms of HLIs including UDOM.

2.7.3 Digital Revolution

As the world moves fast towards digital revolutions, the AU Continental Education Strategy for Africa (CESA) and Agenda 2063 provide the frameworks for harnessing ICT in education platforms in Africa. Ideally, ICT forms an important bedrock for universities' innovations and linkage to industries. As UDOM pursues competitiveness in teaching, learning, data management, systems, research and other operations, it will continue to enhance ICT infrastructure, skills and services.

2.7.4 Mobility, Quality Assurance and Accreditation Systems

UDOM will align, adhere and comply with global and regional quality standards and initiatives. For instance, the Inter-University Council for East Africa (IUCEA) established an appropriate environment for harmonization of higher education systems to promote the East Africa Community (EAC) regional integration agenda as envisioned in the Common Market Protocol, guidelines for overseas students recruitment agencies and guidelines for recognition of foreign awards qualifications. Among the important steps towards harmonization of higher education in the region is the setting up of a regional quality assurance system for universities. The initiative involves establishing appropriate guidelines, procedures and standards, including benchmarks for academic programmes. Along with that, TCU has also developed guidelines for university education in Tanzania aligned with regional and global developments.

2.7.5 Competition and Demand for Higher Education

There is a good number of HLIs in Tanzania and beyond which compete for prospective students and other opportunities. The operating context for higher learning institutions is increasingly becoming difficult and complex. On the other hand, there is an increase in demand for participation in higher learning education from both the young population and adults. The traditional brick and mortar structure of universities cannot afford the huge demand. To cope with the increasing demand for enrolment into HLIs, e-learning systems could be designed and implemented.

2.8 Review of the Internal Environment of UDOM

2.8.1 Education and Training

UDOM has continued to create many programmes as per national priorities. Consequently, students' enrolment has been increasing over time in recent years (Figure 2.1). The increase in enrolment has also been associated with the establishment of new academic programmes. Of recent, seven (7) academic programmes have been developed and submitted to TCU for accreditation. Alongside, UDOM offers training to its academic staff members. The majority of academic staff members from each College, School and Institute are awarded scholarships to pursue PhD studies annually.

Despite these significant efforts made by UDOM for creating a conducive environment for effective education and training, there is still a large number of academic staff members with the rank of lectureship. Furthermore, the quality of education provided could be compromised by inadequate availability of utilities, such as reliable water supply in both students' hostels and other buildings of UDOM. Indeed, the availability and sustainability of water are highly needed to enable UDOM to strive to attain its mission and vision. But again, junior staff members need to be encouraged to conduct research and publish research findings in peer-reviewed journals.

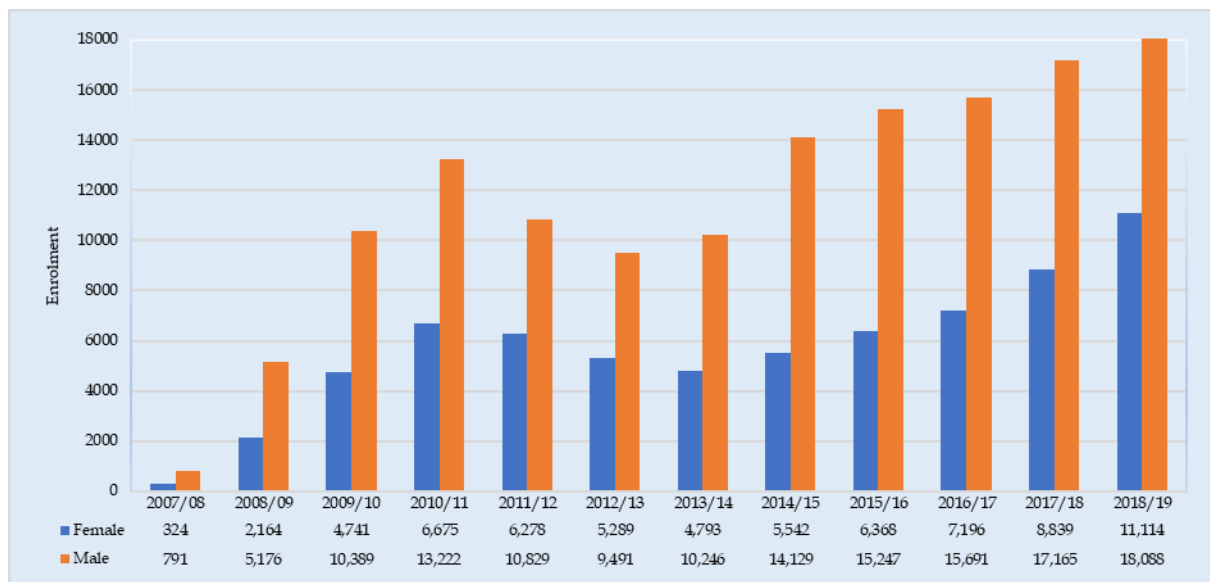


Figure 2.1: Students' Enrolment for Academic Years 2007/08-2018/19

2.8.2 Quality Assurance

UDOM quality assurance capacities and systems are being gradually improved. The Quality Assurance Unit (QAU) was recently upgraded and placed under the Office of the Vice-Chancellor and its mandate and staffing have increased. The Unit is guided by UDOM Quality Assurance Policy and Procedures. The Unit has also conducted various training programmes for staff. Current efforts of the Unit are limited in scope and focussed largely on control of the conduct of university examinations. However, going forward, the focus should be on a comprehensive quality assurance that is in line with TCU QA standards and international best practices towards ISO 9000 certification.

The new shift envisages regular reengineering of academic and administrative processes, their digitization and external audits and periodic re-certification. Furthermore, UDOM envisages strengthening collaboration with TCU and other external quality assurance agencies, forums and processes that include IUCEA, EAQAN Forum, Times Higher Education World University Ranking and Association of Commonwealth Universities. Given the thrust towards ISO 9000 certification, the QA policy, procedures and tools should be updated. But again, regular updating of skills of staff members on various topical issues related to QA is called for. These topical issues include but are not limited to assessing competence-based and e-learning programmes, and promoting QA culture.

2.8.3 Research Innovation, Publications and Public Service

UDOM continues to improve in the domains of research, publications and public services. Staff members are undertaking research activities under the Junior Academic Staff (JAS) and Senior Academic Staff (SAS) research funds. Research-based collaborations have been established. UDOM is improving four (4) associated policies in the areas of research, consultancy and innovation with a view to enhance research, innovation, publications and consultancy productivity. Nevertheless, more is needed to substantially transform these policies.

2.8.4 National, Regional and International Cooperation and Collaboration

There is an uptake in national, regional and international cooperation and collaborations at UDOM. For example, during the 2007–2020 period, 57 institutional collaborations were established. Yet, the progress in national, regional and international collaborations is lower than expected, calling for accelerated efforts and focussed strategy for the future.

2.8.5 Planning and Financial Mobilization

Strategic planning that charts an institution's broad direction forward is an important part of UDOM's operations. The RSP III guided UDOM for the period 2017/18–2021/22 with notable success as presented in Section 2.6. UDOM is implementing the Third Strategic Plan (2017/18–2021/2022), yet there are notable challenges. There is a mismatch between what the central administration plans and what the academic units expect from it.

Financial and human resources are among the key drivers of university operations. Currently, UDOM's core sources of funding include government subvention (for salaries and development projects) and internally generated funds through fees, consultancy and research; and income generated from tenants who operate their businesses around the university compound. The demand for resources from UDOM Departments and Units surpass the available resources. However, the distribution of scarce resources among different functional cost centres has somewhat not adequately reflected what UDOM strives to achieve. Other related challenges include:

- Decreasing capitation from the Government: With exception of Personal Emoluments, there has been no government subvention with effect from the 2016/2017 Financial Year.
- Inadequate financial resources due to overdependency on limited sources of revenues.
- Limited internal financial resources due to the failure of harnessing potential and alternative sources of funding
- Low rates of student fees: The current fee structure for many programmes were developed in 2007 when UDOM was established. The current fee structure is no longer realistic to reflect the actual costs in the absence of government funding.
- Low contribution from research and consultancy services due to low human resource capacity and skills.

2.8.6 Governance and Human Resources Management

The organizational setup is the driving force that moves the different components in the university. It harmonizes the core functions with the support functions to ensure that the university is a viable institution. The organizational establishment maps the internal constituents to the expectations of the external stakeholders. Likewise, human resource management and development are key drivers in this regard. Human resource is the most important asset of an institution. It is people who initiate, implement and sustain changes and the gains of those changes. Human

resources must be adequate in terms of numbers and have the requisite skills to perform their job effectively. They need to be trained, continuously updated and motivated to perform their job effectively. They need to be supported by a capable and enabling administration.

The governance of the university falls in two main domains – academic and operational (administrative) functions – that altogether operate at the central and college levels. The top management is overall at the central administration; however, academic units (colleges, schools and institutes) are managed by Principals, Deans and Directors, respectively. The OTR, the Ministry responsible for Education and the University Council oversee operations of the university with the key performance indicators that include but are not limited to staff/student ratios, staff turnover and performance ratings. UDOM is committed to transforming its performance in terms of all important National and Regional KPIs as it aspires to be among the best 20 universities in Africa by 2030. To that end, effective governance and human resources management remain critical.

Against this aspiration, UDOM will need to address the following governance and human resource management challenges:

1. Uncompetitive terms of service and poor retention coupled with a complicated recruitment process that has resulted in low staffing levels for both academic and non-academic staff.
2. Heavy teaching load for teaching staff members that trade-off with other core activities of UDOM, such as research and publications. This is, in turn, retards academic growth towards senior academic ranks. It further creates a vicious cycle that is demonstrated by the limited capacity to write fundable research proposals, fewer research works and publications.
3. Inadequate systematic training needs assessments.
4. Lack of a systematic mechanism for induction and staff performance appraisal along with a lack of clear and enforceable succession plans and guidelines.
5. Absence of a functional one-stop information centre.
6. Insufficient staffing and staff development arrangements.

2.8.7 ICT infrastructure and E-learning

UDOM has recently put efforts into digitizing operations for both students and staff. Major efforts have been sustained through students' records systems (UDOM SR), UDOM flagship system equipped with registration online, tracking fees payments,

management academic results, as well as students' accommodation. Another key system for students is the online admission system that allows students to apply online. With regard to staff members, UDOM has introduced various online systems particularly online OPRAS, digital attendance system, and leave management system. As bedrock of these digitization efforts, UDOM has also enabled students and staff members to have access to computers and in so doing abide by standards that call for offices for academic staff members to be equipped with computers; and students' computer laboratories in colleges, schools and institutes be also equipped with computers.

Despite these efforts, UDOM still has to work on its digital systems to ensure they provide high quality and reliable services, with adequate mechanisms for resolving customer grievances. As such, a supportive environment for digital operations such as power backups, cybersecurity operations, and adequate bandwidth should be availed. However, it should be noted that the current digitization of operations at UDOM is not exhaustive. UDOM will strive to continue with the digitization of necessary operations such as estate fault reporting, budgeting, and procurement initiating processes. To effect, e-learning will be further prioritized as a strategic option for enabling a learning environment; but more importantly, it will be provided with a backup in case threats such as COVID-19 resurges. Last but not least, digital technologies will play a central role in the publicity of the university. Besides, digital platforms will be leveraged to enhance UDOM brand.

2.8.8 Cross-cutting Issues

Cross-cutting issues are matters that cut across the entire colleges, schools and institutes of UDOM. They range from gender equality all along to environmental protection. UDOM has recently sustained the following:

- Established a Gender Unit that is under the IDS with a view of overseeing all issues related to gender across UDOM.
- Trained staff and students on sexual harassment and gender annually.
- Trained staff and students on human rights and other legal matters.
- Raised awareness amongst the communities around UDOM to protect the environment.

More is still desired in terms of expanded capacity building and mainstreaming of gender, human rights and environmental aspects in the activities of the university.

2.8.9 Infrastructure - Building Constructions, Maintenances and Environment Protection

UDOM has a substantial size of land that can be capitalized on and developed. The environment is fairly protected and more than 32,000 trees are taken care of within the university campuses. UDOM is determined to continue with the construction of the remaining building infrastructures at CNMS, CoESE, SoMD, SoNPH and COED. Designing phase was completed by 2019/20 and UDOM is looking forward to efficiently using the envisaged "HEET Project" resources to complete the buildings. Procurement of chairs to be fixed at the Chimwaga building is going on while the construction of the imaging unit at UDOM Hospital is in the final stages. With regard to maintenance, little has been conducted due to limited financial resources. Nevertheless, 20 hostel buildings have been renovated at COED during 2019/20 FY. Consistent supply of water is also posing a multidimensional challenge and deliberate measures to address this challenge are indeed called for.

2.9 Stakeholder Analysis

UDOM stakeholders include the government, students, parents, employers, regulatory agencies and ministries, alumni, service providers, development partners (DPs), the mass media, financial institutions, professional boards, Parliament, HLIs and the general public. Table 2.1 analyses the services offered to them by UDOM against their expectations.

Table 2.1: Stakeholders' Analysis

S/No.	Stakeholder	Products/Services Offered	Expectations
1.	Students	<ul style="list-style-type: none"> ▪ Market-driven academic programmes ▪ Teaching and provision of learning materials ▪ Conducive learning environment ▪ Practical training placement and supervision ▪ Research/projects supervision ▪ Library services ▪ Academic and social counselling ▪ Accommodation facilities ▪ Health, catering and sports services ▪ Counselling services ▪ ICT services 	<ul style="list-style-type: none"> ○ Relevant curricula that address labour market needs and students' future aspirations ○ Career counselling and fair admission process ○ Well-maintained lecture rooms, laboratories, hostels and other facilities ○ Prompt and fair processing of examination results, transcripts, and certificates ○ Scholarships and linkages with the markets ○ Reliable ICT services ○ Quality library services ○ Quality supervision (research, projects, field practical, etc.) ○ Quality health services ○ Fair, courteous and respectful treatment ○ Courteous and timely response to requests and enquiries.
2.	Staff	<ul style="list-style-type: none"> ▪ Conducive working environment ▪ Training/professional development ▪ Provision of learning and teaching facilities ▪ Resource's support ▪ Provision of clear, accurate, timely, and relevant information ▪ Research support and funding ▪ Quality ICT services 	<ul style="list-style-type: none"> ○ Effective academic and administrative management ○ Fair, courteous, and respectful treatment ○ Conducive working environment ○ Increased funding for research activities ○ Courteous and timely response to requests and inquiries ○ Incentives and working resources support ○ Fair and just disciplinary procedures, and feedbacks ○ Stable and reliable ICT infrastructure and systems ○ Clear working guidelines and procedures
3.	Parents	<ul style="list-style-type: none"> ▪ Quality education and learning environment for their children ▪ Programmes that address labour market needs and interests for their children ▪ User-friendly admission system and procedure ▪ Value for money services for their children 	<ul style="list-style-type: none"> ○ Quality education and learning environment ○ Relevant curricula that address labour market needs and interests ○ User-friendly admission system and procedure ○ Value for money services ○ Consideration of students with special needs
4.	Ministries	<ul style="list-style-type: none"> ▪ Responsiveness to directives given by the parent Ministry ▪ Institutional collaborations 	<ul style="list-style-type: none"> ○ Quality education and training to meet market demand and skills needs ○ Forge strategic partnerships ○ Research dissemination ○ Increase of students' enrolment in areas related to national priorities including health and STEM ○ Establish research centres and regional science academies.
5.	Government agencies/regulators e.g., TCU, OTR etc.	<ul style="list-style-type: none"> ▪ Comply with existing guidelines ▪ Academic programmes, research and public services that address national development needs ▪ Quality graduates for national development 	<ul style="list-style-type: none"> ○ Academic programmes which augur well with national priorities and interest of other stakeholders ○ UDOM to identify and excel on defined focal areas in line with national priorities ○ Well-trained, qualified, and competent graduates

S/No.	Stakeholder	Products/Services Offered	Expectations
			<ul style="list-style-type: none"> ○ Solutions to societal problems ○ Excellent and quality education and community services
6.	Development partners	<ul style="list-style-type: none"> ▪ Joint projects in research and other avenues ▪ Exchange programmes ▪ Sharing of resources 	<ul style="list-style-type: none"> ○ Access to information under areas of cooperation ○ Transparency and accountability in the utilization of resources ○ Clear mechanism for collaboration and dialogue ○ Timely disbursement of counterpart funds ○ Technical and professional competency in identifying and implementing development projects ○ Observation of all legal requirements and other obligations in development projects ○ Recognition and acknowledgement of donors and sponsors
7.	Service providers	<ul style="list-style-type: none"> ▪ Professional and fair procurement process ▪ Prompt payment for supplied products/services ▪ Supplied products/services to the UDOM community 	<ul style="list-style-type: none"> ○ Fair and transparent procurement process ○ Prompt payment for supplied products/services
8.	HLLs and other partners	<ul style="list-style-type: none"> ▪ Collaborative arrangements ▪ Information sharing 	<ul style="list-style-type: none"> ○ Quality collaborative programmes/projects ○ Dissemination of research outputs
9.	Alumni	<ul style="list-style-type: none"> ▪ Opportunity to be involved in the development of UDOM through networking, partnering, and collaboration 	<ul style="list-style-type: none"> ○ Good public image of UDOM ○ Current and correct information about the university developments on the website and other media ○ Involvement in the development of UDOM ○ Recognition and acknowledgement of their contributions
10.	Employers	<ul style="list-style-type: none"> ▪ Quality graduates 	<ul style="list-style-type: none"> ○ Market-driven academic programmes ○ Well trained and qualified graduates ○ Short courses for professional development
11.	General public	<ul style="list-style-type: none"> ▪ Well-educated Tanzanians with the requisite knowledge, skills, ability and positive attitude that add value to society and national development 	<ul style="list-style-type: none"> ○ Entrepreneurs, well-trained and qualified graduates ○ Quality extension services ○ Good solutions to social problems ○ Well-developed nation
12.	The parliament	<ul style="list-style-type: none"> ▪ Conduct innovative research to address societal challenges ▪ Offer services to the public ▪ Quality graduates for national development 	<ul style="list-style-type: none"> ○ Sustainable solutions to social problems ○ Quality community services ○ Entrepreneurs, well-trained and qualified graduates
13.	The media	<ul style="list-style-type: none"> ▪ Provision of clear, accurate, and timely information about UDOM and its activities and services to the public 	<ul style="list-style-type: none"> ○ Clear, accurate, and timely information about UDOM and its activities and services to the public ○ Prompt, courteous, and timely response to requests, complaints, and enquiries

2.10 Analysis of SWOC and Critical Strategic Issues

2.10.1 SWOC Analysis

Table 2.2 gives a summary of the strategic strengths, weaknesses, opportunities and challenges (SWOC) of UDOM. It is based on the foregoing review of the implementation of RSP III, policy context, internal institutional context and stakeholders' analysis.

Table 2.2: UDOM Strategic SWOC Analysis

Strengths
<ol style="list-style-type: none"> 1. Functional university governance and leadership framework 2. Existence of several operational policies and procedures 3. Substantive built infrastructure to support academic and administrative operations towards the target of 40,000 student-enrolment 4. Growing size of skilled and competent human resource 5. Strong national recognition 6. Availability of land for expansion 7. A comprehensive university with diverse programmes 8. A growing ICT infrastructure and automated business processes
Weaknesses
<ol style="list-style-type: none"> 1. Presence of programmes that attract low enrolment. 2. Inadequate research, innovation and public service capacity and output. 3. Insufficient leverage on external collaborations and linkages with industry. 4. Inadequate alignment between quality assurance tools and RSP KPIs 5. Insufficient ICT infrastructure, automation of processes/functions, e-learning systems and internet bandwidth. 6. Inadequately coordinated decentralization of governance and human resources management. 7. Insufficient number of academic and support staff 8. Uncompleted buildings and other infrastructures, underutilization of buildings and unreliability of utility services including water and electricity. 9. Inadequate student services 10. Inadequate institutional branding and marketing of programmes and services 11. Inadequate financial capacity and sustainability. 12. Inadequate response to cross-cutting issues including limited gender, ethics, human rights and environment
Opportunities
<ol style="list-style-type: none"> 1. Political will 2. Strategically located in Dodoma, the Capital City of Tanzania 3. Stable national political and macroeconomic environment 4. Strong national and international demand for education, training, research, and public services 5. Opportunities for national, regional, and international collaborations 6. A growing list of UDOM alumni

Challenges

1. High national, regional and international competition in higher education training, research, consultancy and collaborations
2. High government expectations on public institutions to align with national strategic agendas, generate revenue and be accountable for performance
3. High staff turnover
4. Lack of control over staff recruitment and other human resource management powers
5. Uncertainty in water supply in Dodoma

2.10.2 Strategic Issues

Based on the analysis of this Chapter, the following strategic issues formed the basis for deriving the RSP IV: 2021/22–2025/26 strategic objectives:

- 1) Preventive education, care and support services for improved health services and reduction of HIV/AIDS and NCDs infections.
- 2) Improving and sustaining accountability, transparency and access to equitably public services by addressing corruption and other ethical issues.
- 3) Student enrolment, students-staff ratio and teaching and learning infrastructures and facilities.
- 4) Capacity to attract big research and consultancy projects; publications in reputable outlets; and patentable innovations and incubation and acceleration programmes.
- 5) Data management and registry system, internet reliability, ICT infrastructure and systems.
- 6) International profile, institutional collaborations, competitiveness and image of the university.
- 7) Staffing, staff retention mechanisms and succession planning for improved institutional performance and accountability.
- 8) Maintenance and rehabilitation of buildings; construction of remaining strategic infrastructures; and, provision of sustainable utilities.
- 9) Mobilization of financial resources and investments; timely planning, monitoring and reporting; and, continuous improvement in administration and governance.
- 10) Mainstreaming of quality assurance, gender, public service code of ethics, environmental issues and human rights.

CHAPTER THREE

THE PLAN 2021/22 - 2025/26

3.1 Introduction

This chapter presents the Plan to be executed in five years, i.e., 2021/22–2025/26. It presents UDOM’s strategic direction through its statements of vision, mission and core values. It outlines the strategic objectives to be pursued to realise the envisaged strategic direction as well as the core strategies UDOM should employ to achieve the objectives. The strategies are further operationalised through the specification of major targets and activities. KPIs are stipulated for each activity to facilitate the monitoring and assessment of the attainment of the objectives.

3.2 Vision

The Vision of UDOM is:

A centre of excellence in education, training, research, innovation and public services for the sustainable and inclusive global development

The dimensions of the Vision of the university are:

- To be among the best ranked 20 universities in Africa by 2030.
- To be an institution - attracting the world’s best students, staff, and researchers.
- To be an institution that stimulates learning with a good environment.
- To be a leading institution in research and publications productivity and influence.
- To be an institution with dynamism in international collaboration.
- To be an institution with modern ICT infrastructure that offers digital solutions to society.
- To be an institution that spearheads excellence in knowledge transfer and public services.

3.3 Mission

In line with its establishing instruments and the evolving national and international context, the mission of UDOM shall be:

To contribute to national, regional and global development through provision of high-quality education, training, research, innovation and public services

The Mission is operationalised in the detailed objectives and functions of the university presented in the University of Dodoma Charter and Rules, 2007 (as amended).

3.4 Core Values

Six core values guide UDOM in accomplishing its Vision, Mission and functions:

Excellence	UDOM will observe quality and effectiveness in all academic pursuits that include teaching, research, and public service by ensuring that standards are adhered to; and quality control and assurance mechanisms are institutionalized and maintained.
Innovation	In performing its core functions, UDOM will strive to be creative, up-to-date, innovative and inventive.
Accountability and transparency	UDOM management and staff will observe openness, teamwork, inclusiveness, reliability and accountability in making decisions and implementation of all activities.
Ethics and integrity	UDOM community upholds and observes accuracy, professional ethics, honesty, corporate social responsibility, good governance and human respect in all its undertakings.
Equity and inclusion	UDOM is an equity observing institution. Thus, all sections of the society, especially the disadvantaged groups and individuals are given the opportunity to education, training, recruitment, promotion, decision-making, and the like.
Partnerships	UDOM works and collaborates closely with stakeholders who include students, staff, government institutions, NGOs, civil society groups, service providers, development partners, and other learning institutions both within and outside the country.

3.5 Objectives, KPIs, Strategies and Targets

UDOM aims at contributing to the following development objective:

To create, in Tanzania, a place where knowledge will be transferred from one generation to another, a place where through relevant teaching and learning processes, human capital vested with knowledge and skills for the economic development of Tanzania will be produced, and through relevant research, the frontiers of knowledge will be advanced and provide solutions to the people's needs.

To achieve this grand objective, UDOM will pursue ten (10) Strategic Objectives during the 2021/22–2025/26 period. Objectives 1 and 2 are cross-cutting at the national level (implemented by all public institutions). The remaining eight (8) objectives reflect the core functions and issues of UDOM. Each strategic objective is justified by a rationale, expected results, KPIs and main targets that are to be implemented. All the objectives have their detailed implementation arrangements presented in the strategic plan matrix (Table 3.1).

3.5.1 Strategic Objective 1: Health Services Improved, HIV/AIDS Infections and Non-Communicable Diseases (NCDs) Reduced

The spread of HIV infections and AIDS in Tanzania affects a large part of the workforce that include academicians, non-academicians and students in HLIs and UDOM is not an exception. Likewise, UDOM is faced with a need to improve health services and fight the growing incidence of NCDs. The university, therefore, plans to improve health services as well as HIV/AIDS and NCDs prevention, care and support interventions.

The following outcome indicators will be used to measure the achievement of the objective:

- (i) 10% annual increase in staff and student awareness of HIV/AIDS.
- (ii) 10% annual increase in staff awareness of NCDs.
- (iii) 10% annual increase of staff engaged in interventions against NCDs.
- (iv) 10% annual increase in HIV/AIDS voluntary testing cases.
- (v) 10% increase per year in the number of staff benefiting from the HIV/AIDS and other pandemics support services.
- (vi) 90% of staff satisfaction with preventive and support services against HIV/AIDS, other pandemics, and NCDs reached.
- (vii) 20% reduction of response time on pandemics.

(viii) UDOM hospital attains referral status.

3.5.2 Strategic Objective 2: National Anti-Corruption Strategy Effectively Implemented

Corruption is one of the vices in the country that harms social and economic growth. It undermines economic growth, impairs public resources mobilization which affects public service delivery. UDOM will thus continue to mainstream the National Anti-Corruption Strategy and Action Plan phase III (NACSAP III) into its policies and strategies. It will similarly continue to sensitize its community about the effects of corruption hence contribute to having a society free from corruption in the country.

The following outcome indicators will be used to measure the achievement of this objective:

- (i) 90% performance achieved on transparency, accountability, and anti-corruption in the public sector.
- (ii) 0 employees and students sanctioned for involvement in corruption practices.
- (iii) 0 employees and students convicted in corruption cases.
- (iv) 0 corruption incidences reported by stakeholders.

3.5.3 Strategic Objective 3: Access and Quality of Teaching and Learning Enhanced

All qualified people must have equal opportunity in higher education, regardless of their social class, gender, ethnic background, or physical and mental disabilities. Given the high social demand for education and plans of UDOM to enrol up to 40,000 students at full capacity, there is a room and a need to increase student enrolment strategically.

Thus, students' enrolment is forecasted to increase at UDOM and new strategic programmes were established to contribute to the national efforts in reducing the human resources gap for improving access and quality education. With these developments, an increasing number of students should match with the required number of academic staff, teaching and learning facilities and resources for improved quality of all graduates. This objective aims to increase access to education and equity in enrolment across UDOM, and improve the quality of education and learning, support services and other academic activities so that recognizable and measurable learning outcomes are achieved by all UDOM students, staff and the general public at large.

The following outcome indicators will be used to measure the expected outcomes under this objective:

- (i) 40,000 students' enrolment capacity achieved, both undergraduate and post-graduate enrolment capacity sustained.
- (ii) 75% of students satisfied with the delivery of undergraduate and postgraduate programmes and the teaching and learning environment.
- (iii) 75% of employers are satisfied with the quality of undergraduate and postgraduate graduates.
- (iv) 60% of graduates are not only employed by public and private sectors but also self-employment within two years of graduation.

3.5.4 Strategic Objective 4: Research, Innovation, and Public Services Enhanced

It is through research and innovation where UDOM is going to be unique and different from other HLIs. New contributions need to continue to be made to the development of science and technology in the country and globally. To match with global trends in scientific development, UDOM will continue with strengthening the capacity and ability to manage and coordinate research, innovation and public service activities in all colleges, institutes, schools, and empower departments effectively. With this strategic objective, it is expected to ensure that the competitiveness of UDOM in conducting research, publications, innovation and outreach services will be radically transformed.

Attainment of this strategic objective will be tracked using the following outcome indicators:

- (i) 44 research and innovation projects awarded through internally generated funds per year.
- (ii) 20 peer-reviewed journal papers published per department per year.
- (iii) 5 books were peer-reviewed and published during the period of the plan.
- (iv) 25% university citations index in Google Scholar and SCOPUS increased per year.
- (v) 25 innovations/prototypes commercialised.
- (vi) 5 licensed technologies and patents during the period of the plan.
- (vii) 10% of internally generated revenue comes from research and consultancies.

3.5.5 Strategic Objective 5: ICT Infrastructure and Digital Solutions Improved

UDOM through this strategic objective is committed to taking advantage of ICT to support and enhance the delivery of its core functions. The use of ICT also simplifies communication at all levels and minimizes the cost of paperwork and bureaucracy. UDOM will continue to improve and apply ICT systems in teaching and learning, financial matters, library services, research and consultancies registration and human resources management. Furthermore, through CIVE, IEC and the DICT, additional ICT systems will be developed and sold to needy institutions and hence generate income.

The following outcome indicators will be used to assess the attainment of the objective:

- (i) 15 academic programmes offered through e-learning and/or blended learning.
- (ii) 2,048 Mpbs internet bandwidth capacity reached.
- (iii) 75% university IT maturity level.
- (iv) 95% average ICT systems availability.
- (v) 75% of stakeholders are satisfied with ICT infrastructure, systems and services.
- (vi) 75% of stakeholders satisfied with E-learning/blended learning.

3.5.6 Strategic Objective 6: National, Regional and International Collaborations Reinforced

UDOM recognizes the benefits of national, regional, and international partnership, collaboration and convocation. Despite its success in establishing and leveraging effective collaborations, there is much more potential to be exploited. UDOM will therefore strengthen strategic cooperation at national, regional, and international levels. In the course of implementing this objective, UDOM intends to engage various stakeholders at national, regional, and international levels through sharing knowledge and experiences, enhancement of human capital and expertise, contribute to the financing of university activities, and creation of useful networks and collaboration that have mutual benefits.

The success of UDOM in its collaborative endeavours will be assessed by the following outcome indicators:

- (i) 50 MoU/agreements entered into with other institutions for strategic collaborations.
- (ii) 40 actives internal (national) and external (regional and international) collaborative research projects.
- (iii) 75% of external stakeholders' satisfaction level.

- (iv) 25% of alumni actively engaged with UDOM activities.

3.5.7 Strategic Objective 7: Good Governance, Human Resources Management and Working Environment Improved

Human resources coupled with effective governance and administrative systems are important for any organisation to achieve its objectives. UDOM considers governance, human resources and the working environment to be crucially important given the nature of its core functions. It is thus necessary to ensure that skilled and motivated personnel at UDOM continue to be hired, equitably deployed, remunerated, trained, retained and supervised to ensure the sustainability of performance and accountability. It is people who initiate, implement and sustain change and the gains of change. Furthermore, to ensure a smooth working environment and fasten office communication, enhancing working facilities and provision of different types of incentives are of utmost importance.

The following outcome indicators will be used to track the overall performance under this objective:

- (i) First position rank among Tanzanian universities.
- (ii) 90% of the required staff establishment filled in.
- (iii) 40% of academic staff members attain senior lecturership level.
- (iv) 10% of academic staff members attain the level of associate professorship.
- (v) Level "2" average employee performance based on OPRAS.
- (vi) Less than 2% of voluntary staff turnover.
- (vii) Unqualified audit opinion report each year.
- (viii) 75% of staff satisfied with the working environment.
- (ix) 75% of the required student-staff ratio sustained.

3.5.8 Strategic Objective 8: Infrastructures and Utilities Improved

This strategic objective focuses on effectively maintain existing infrastructures and commence and complete the construction of the remaining infrastructures to improve the learning and working environment for students and staff in all colleges, schools and institutes. It is worth noting that appropriate rehabilitation or construction of some buildings can be done and strategic partnerships need to be forged and used to mobilize additional resources for UDOM development.

The following outcome indicators will track the success of this objective:

- (i) 80% of buildings and facilities are continuously well rehabilitated and maintained.
- (ii) 75% internal staff and students' stakeholder satisfaction with the condition of buildings, physical facilities and estates.
- (iii) 90% of water needs met
- (iv) 100% electricity access met.
- (v) 100% halls of residence equipped with waterless toilets.
- (vi) 75% of staff satisfied with the state of office space and lecture rooms.
- (vii) 75% of students satisfied with the state of lecture rooms and hostels.

3.5.9 Strategic Objective 9: Mobilization and Management of Financial Resources Enhanced

Financial resource is an important parameter for the management of UDOM with respect to meeting teaching and other operational costs. The increase in need for the HLIs to get financial support from the government is becoming a challenge. Tuition fees are the main source of income for the university. In this regard, UDOM strives to find other sources of income for financing its activities. Proper ways of controlling and managing finances are utilized to avoid misuse and loss of funds. Furthermore, UDOM continues with the implementation of cost-effective strategies that ensure the efficient use of collected funds and other resources. More contributions should also come from research and consultancies to allow for new investments and finalising the completion of remaining infrastructure. The strategies are expected to minimize dependency on support from the government, and continuously improve overall university administration, governance, planning and investments.

The following outcome indicators will be used to track the overall performance under this objective:

- (i) 55 billion TZS internally generated annual income from tuition fees.
- (ii) 12 billion TZS internally generated annual income from non-tuition fees.
- (iii) 1 company established and operationalized as a special vehicle for commercial activities.
- (iv) 5 investments implemented in PPP modalities.
- (v) 95% revenue collection effectiveness annually.
- (vi) 25% internal revenue contribution to capital expenditure.

- (vii) 30% employee costs to operating revenue per year.
- (viii) A maximum of 50% Operating Expense Ratio (OER) achieved.
- (ix) 10% of own-source revenue come from research and consultancy services.

3.5.10 Strategic Objective 10: Cross-cutting Issues Mainstreamed

The strategic objective addresses cross-cutting issues at UDOM and beyond; and in particular this strategic objective seeks to address gender, sexual harassment, ethical, environmental and human rights concerns. During this period, the thrust of UDOM's interventions will be on policy enhancement, raising awareness, capacity building and mainstreaming.

The following outcome indicators will track the success of this objective:

- (i) Gender aspects are mainstreamed in all operations of the university.
- (ii) 95% of staff awareness on gender and ethics.
- (iii) 75% of students awareness on gender and ethics sustained.
- (iv) 3 gender research projects conducted.
- (v) 20% of female students enrollment in STEM.
- (vi) 40% of female academic staff attained and sustained.
- (vii) 50% of female administrative staff sustained.
- (viii) 100% of students with special needs are provided with proper learning facilities.
- (ix) 10% annual reduction of sexual harassment cases.

Table 3.1: Strategic Plan Matrix

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
Strategic Objective 1: Health Services Improved, HIV/AIDS Infections and Non-Communicable Diseases (NCD) Reduced				
Strengthen health, HIV/AIDS responses for staff, families and students	4,000 students sensitized annually	Sensitize staff and students on good lifestyle for healthy living	Number of students sensitized	DVC-PFA and UDOM Hospital
	600 staff sensitized annually		Number of staff sensitized	
	95% of regular activities supported annually	Facilitate regular operations of the UDOM Hospital each year	Percent of support provided	
	90% of medical facilities procured annually		Percent of medical facilities procured	
	4 sports events are conducted annually	Develop and implement sports events for staff and students	Number of sports events	DVC-PFA, DSS and DHRA
	Guideline for skill-based education developed by June 2022	Develop and implement skill-based health education on HIV/AIDS	Guideline for a skill-based education in place	DVC-PFA and UDOM Hospital
	50 peer educators and health workers trained by June 2026		Number of peer educators and health workers trained	
	10,000 staff, families and students reached by HIV/AIDS awareness programme by June 2026	Improve and implement awareness programmes to fight the spread of HIV/AIDS	Number of staff, families and students reached	
	90% care and support services for staff LHIV improved and sustained by June 2026	Improve and implement care and support services on HIV/AIDS	Percent of staff LHIV provided with care and support	
	Programme to combat other emerging pandemics diseases introduced and operationalized annually effectively from July 2022	Establish and implement a programme to combat other emerging pandemics diseases	An approved programme in place	
75% of annual planned activities implemented by June 2026	Percent of implementation			
Improve NCDs responses for staff, families and students	NCDs and other pandemics skill-based education guidelines developed and operationalized from July 2022	Develop and operationalize skill-based health education on NCDs and other pandemics	Guideline for a skill-based education in place	DVC-PFA and UDOM Hospital
	8,000 staff, families and students	Improve and implement	Number of staff, families	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	reached by NCDs awareness programme by June 2026	awareness programmes to fight against NCDs	and students reached	
	90% care and support services for NCDs and other pandemics improved and were sustained by June 2026	Improve and implement care and support services on NCDs and other pandemics	Number of employees with non-NCDs	
Improve Voluntary Counselling and Testing (VCT) services	80% of needed staff and facilities are in place by June 2026	Improve VCT staffing, equipment and awareness-raising	Needed staffing and equipment in place	DVC-PFA, UDOM Hospital, DHRA and DSS
	35% of staff and students reached by awareness measures by June 2026		Number of staff and students reached	
	1,000 staff and students voluntary testing on HIV/AIDS and NCDs annually	Facilitate regular testing (VCT) for HIV/AIDS and NCDs	Number of staff and students voluntary test Number of new reported HIV cases	
Community health improved and UDOM Hospital upgraded to Referral Hospital	Imaging unit become operational from July, 2022	Equip imaging unit with required facilities	Operational imaging unit in place	VC, DVC-PFA, UDOM Hospital, SoMD and SoNPH
	90% laboratory building and facilities improved by June 2025	Improve laboratory services into ISO-9001 standards	ISO-9001 Certification	
	100% increase of patients using dialysis unit by June 2026	Equip the dialysis unit with required facilities	Well-equipped dialysis unit in place	
	200% increase of hospital patients serviced by June, 2026	Improve ICU, Surgical, Pediatrics, Internal Medicine and Gynecology services	Increased premises/area for health services	
		Establish new departments such as Dental Unit, Ear, Nose and Throat (ENT) Unit, Ophthalmology Unit and Mortuary Unit	Number of patients attending in different departments	
		Establish Oxygen Supply Plant	Availability of oxygen supply plant	
	100% NHIF error-free compliance per annum	Encourage compliance with all NHIF requirements	Percent of compliance level	
50% maintenance of health facilities are performed in-house by June,	Establish Biomedical Workshop	Number of equipment maintained in-house		

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	2026			
	100% compliance with appropriate regulatory bodies on annual basis from July, 2024	Mobilize all pre-requisite and due diligence by appropriate regulatory bodies (CLSI, MELSAT)	Certifications and approval licensing in place	
Strategic Objective 2: National Anti-Corruption Strategy Effectively Implemented				
Reduce corruption practices at the workplace	Anti-corruption situation and performance well assessed annually	Assess the current UDOM anti-corruption situation and performance	Assessment reports in place	VC, DVC-ARC, DVC-PFA, DHRA, DSS and other Cost Centres
	UDOM anti-corruption annual action plans prepared and effectively implemented annually	Translate the National Anti-Corruption Strategy and action into UDOM annual action plans based on the assessment reports	UDOM anti-corruption annual actions plans in place	
		Identify and operationalize students' anti-corruption clubs	Students' anti-corruption clubs operationalized	
	2,500 staff and students sensitized against corruption and how to fight it annually	Provide awareness-raising among staff and students on corruption and how to combat it	Number of staff and students sensitized	
	90% of annual plans implemented by June, 2026	Facilitate implementation of UDOM annual anti-corruption action plan every year	Percent of annual plans implemented	
			Corruption likelihood index as per PPRA	
	Quarterly monitoring report on UDOM anti-corruption strategy implementation developed annually	Monitor, evaluate and review UDOM anti-corruption strategy	Quarterly reports in place	
	100% of all reports concerning UDOM anti-corruption efforts submitted timely to Management and Government every year		Number of reports submitted timely	
Promote adherence to ethical/ethics principles	Ethics committees in all colleges, institutes and schools strengthened by June, 2022	Review and improve operations of ethics committees in the university	Ethics committees review reports and recommendations approved by the university	VC

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	100% of the activities implemented and statutory meetings held as needed effectively from July, 2021	Facilitate the functioning of ethics committees in all Colleges, Institutes and Schools	Number of statutory meetings conducted	VC, Colleges, Institutes and Schools
	80% of all reported ethical complaints effectively sorted out by the Colleges, Institutes and Schools by June, 2026		Number of ethical complaints effectively sorted out	
	Bi-annual ethics sessions to combat ethical lapses in all Colleges, Institutes and Schools instituted from July, 2022	Educate staff and students on the role and importance of the existing ethics mechanisms	Number of sessions	VC, Colleges, Institutes, Schools and DSS
	100% of reported ethical lapses addressed in each year	Require staff and students to make use of the existing ethics mechanisms	Number of reported ethical lapses	
			Number of reported ethical lapses addressed	
			Number of reported corruption cases	
Strategic Objective 3: Access and Quality of Teaching and Learning Enhanced				
Establish demand-driven and competitive programmes to increase students' enrollment	UDOM Undergraduate and graduate programmes involved in tracer study by June, 2026	Conduct a tracer study for UDOM degree programmes	Tracer study report	VC, DVC-ARC, DVC-PFA, DUS, DGS, QAU and Academic Departments
	All UDOM programmes reviewed by June 2026	Review UDOM degree programmes curricular to accommodate market demands	Number of curricular reviewed	
	40,000 students enrolled by June, 2026	Continue to enrol students	Number of students enrolled	
	1% of foreign students enrolled annually	Attract foreign students' enrollment	Number of foreign students enrolled	
	Fee structure for all UDOM degree programmes reviewed by June, 2023	Review fee structure for UDOM degree programmes	Number of programmes fees reviewed	
	10% increase in STEM programmes by June, 2026	Develop STEM programmes	Number of STEM programmes developed	
	20% increase in the number of females pursuing STEM by June,	Introduce female quota programme for STEM	Number of female students enrolled through the quota	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	2026	programmes	programme	VC, DVC-ARC, DVC-PFA, DUS, DGS, ICCEU, UBSE, QAU and Academic Departments
	3 new joint degrees developed and implemented with reputable institutions by June, 2026	Develop joint degrees	Number of joint degrees developed	
	2 evening and 2 executive programmes for undergraduate and postgraduate studies developed by June, 2026	Develop and execute evening or executive programmes	Number of the evening and executive programmes	
	Framework for Open distance, e-learning (ODEL) developed by June, 2022	Develop a framework for ODeL	Number of academic programmes delivered via ODeL platforms	
	3 satellite study centres and campuses established and expanded by June, 2026	Establish satellite study centres and campuses	Number of satellite study centres and campuses established and expanded	
		Expand clinical teaching centres in regions		
	100% university examinations and graduations conducted efficiently annually	Conduct university examinations annually effectively	Examinations conducted	
		Conduct graduations annually effectively	Annual graduation ceremony in place	
			Number of graduates	
	10 academic scholarship programmes established and offered by June, 2026	Establish Benjamin William Mkapa scholarship	Benjamin Mkapa scholarship is operational	
Collaborative scholarship sourced and institutionalized		Number of scholarship programmes offered		
Enhance marketing of UDOM academic programmes	Marketing strategy for UDOM academic programmes developed by June, 2022	Develop and implement a marketing strategy for UDOM academic programmes	UDOM marketing strategy for academic programmes operational	DVC-ARC, DUS, DGS, ICCEU and PRMU
	UDOM academic programmes advertised in 10 relevant media houses annually effective from July, 2021	Advertise UDOM programmes on media	Number of programmes advertised in the print and electronic media in the country	
			Number of relevant media	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE	
			houses		
	Participate in 4 exhibitions per year effective from July, 2021	Take part in various national and international exhibitions	Number of exhibitions participated		
Improve the quality of programmes and graduates	QA policy reviewed by June, 2024	Review/develop UDOM QA policy, manual and standards to be in line with TCU standards and process-oriented	Quality Assurance Policy in place	VC, DVC-ARC, DVC-PFA, DUS, DGS, QAU and Departments	
	100% of QA coordination units supported/trained effectively from July, 2021	Provide regular support to QA coordination units in each Department	Number of QA units trained Number of QA units supported		
	75% staff compliance to set standards and guidelines effective by June, 2026	Facilitate and ensure regular compliance to quality standards and specifications in academic affairs	Percent academic staff comply with quality standards Quality index attained Student-staff ratio		
	50 position rank in Africa by June, 2026		University ranking		
	UDOM ISO 9001:2008 Certified by June, 2025		UDOM ISO 9001:2008 Certification Laboratory ISO 9001:2008 Certification		
	Training Need Assessment (TNA) conducted annually effective from July, 2022	Undertake Training Need Assessment (TNA) of academic staff and focus on effective, competency-based, teaching methods	Number of TNAs conducted.		
	Training of Trainers (ToT) on effective competency-based teaching methodology for academic staff conducted annually effective from July, 2022	Conduct ToTs on effective, competency-based, teaching methodology	Number of ToT conducted		
	Capacity building programmes on competency-based teaching for	Conduct training for academic and support staff on effective,	Number of training conducted		

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE	
	academic staff conducted annually effective from July, 2022	competency-based, teaching methodology			
	80% of students complete studies timely effective from July, 2022	Improve graduate supervision	Average time to graduate Percent of students graduate on time Percent of graduate students satisfied with supervision		
	All students imparted with practical skills effective from July, 2022	Support execution of field practical, practical training and teaching practice	Number of students attending the FP/PT/TP		
Improve teaching and learning infrastructure	Needs assessment of teaching and learning facilities (including e-learning) undertaken twice by June, 2026	Undertake a needs assessment of additional, new teaching and learning facilities (including e-learning)	Approved needs assessment of additional teaching and learning facilities (including e-learning) in place	DVC-ARC, QAU, PMU and Departments	
	6 lecture theatres constructed by June 2026	Construct and furnish lecture theatres at priority Colleges and Schools	Number of lecture theatres built and furnished	DVC-ARC, DVC-PFA, PMU, DEM, DICT and Colleges, Institutes and Schools	
	Capacity of lab and workshop increased by 50% by June, 2026	Construct and equip at least 4 labs with satisfactory capacity	Number of labs built and equipped		
	2 workshops established or constructed by June, 2024	Construct or establish and equip workshops at UDOM	Number of workshops built or established and equipped		
	100% computer laboratories equipped by June, 2026	Equip computer laboratory in Colleges/Schools/Institute	Percent of academic units with full function laboratory		
	Library books and information resources met by 75% in line with established needs by June, 2026	Facilitate and ensure procurement of up-to-date books		Number of up-to-date books in place	DVC-ARC and DLS
		Continue introducing digital information resources such as e-books, repository and e-journals		Number of digital information resources in place Number of electronic journals subscribed	DVC-ARC and DLS

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	Student reading and studying space increased by 20% by June, 2026	Design and construct outdoor spaces and facilities to enhance students' learning (such as Vimbwete)	Number of vimbwete prepared	DVC-ARC, DVC-PFA, DEM, and Colleges, Institutes and Schools
Students' welfare improved	11 career counselling desks operationalized at the university by June, 2022	Establish, equip and operationalize career counselling desks in each College, Institute and School	Number of functional career counselling desks in place	DCV-ARC, DRPC, QAU, DSS, Colleges, Institutes and Schools
	300 students counselled to develop their career every year	Deliver career counselling services to students	Number of students counselled	
		Deliver counselling services to students		
	Students' bylaws reviewed by June, 2022	Review UDOM students' by-laws	Reviewed students' by-laws in place	DVC-PFA, DSS, QAU, Colleges, Institutes and Schools
Satisfaction of student services improved by 25% by June, 2026	Establish students' information supporting desk in each College, Institute and School	Percent of students satisfied with students' services		
	Improve the quality of all student support services including accommodation, cafeteria, sports and games			
Strategic Objective 4: Research, Innovation, and Public Services Enhanced				
Enhance the volume and quality of research, innovation and publications	Research and innovation agenda policy, guidelines and regulations reviewed by December, 2022	Review UDOM's research and innovation agenda, policy, guidelines and regulations in line with strategic national priorities	Reviewed research and innovation agenda policy, guidelines and regulations in place	DVC-ARC, DRPC, IEC, College, Institutes, Schools and Academic Departments
	Mentoring and reward scheme for researchers and innovators reviewed regularly from July, 2021 to ensure fairness and strategic balance	Review guidelines for mentoring and rewarding researchers and innovators and operationalize	Updated mentoring and reward scheme for researchers and innovators in place	
			Number of researchers awarded	
3 Junior Academic Staff (JAS)	Facilitate undertaking of Junior	Number of JAS research		

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	research projects awarded at each College/ Institute/School annually	Academic Staff (JAS) research projects	projects awards	
	11 Senior Academic Staff (SAS) research projects undertaken annually	Facilitate undertaking of Senior Academic Staff (SAS) research projects	Number of SAS research projects awards	
	2 research and publication competitions conducted annually	Design and implement research, innovation and publication competition	Number of research and publication competitions	
	1 innovation challenge conducted annually		Number of innovation challenges conducted	
	Guidelines to execute Post-Doctoral research programmes established by June, 2022	Establish guidelines to execute Post-Doctoral research programmes	Guidelines in place	
	3 post-doctoral research fellows registered annually effective from July, 2022		Number of post-doctoral research fellows registered	
Mobilize stakeholders and research funds	Mobilize 2.0 billion TZS ring-fenced research funds annually	Increase ring-fenced institutional research and innovation funding supported by fair allocation mechanisms	Ring-fenced research funding per year	DVC-ARC, DRPC, IEC, ICCEU, College, Institutes, Schools and Academic Departments
	Research and Consultancy Bureau established and operationalized effectively from January, 2022	Operationalize the Research and Consultancy Bureau	Research and Consultancy Bureau operationalized	
	Secure 2 externally funded research projects per Department annually effective from July, 2021	Facilitate Departments to pursue externally funded research	Number of externally funded research projects per Department	
	2 new externally funded collaborative research in each college, institute or school established annually effective from July, 2021	Facilitate the establishment of externally funded collaborative research including university-industry projects	Number of externally funded collaborative researches	
	1 new institutional research partnership established annually per each college, institute or school.	Facilitate institutional research partnerships to address major global challenges	Number of institutional research partnerships	
	3 strategic research facilitated by June, 2026	Facilitate strategic research	Number of strategic research projects	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	Attract 15 visiting scholars by June, 2026	Encourage international visiting scholars, public lectures and mobility	Number of new international visiting scholars and public lectures	
	1 professorial chair conducted annually	Facilitate Benjamin William Mkapa professorial chairs	Number of professorial chairs conducted	
Develop and utilize research and consultancy capacity	2 strategic and accredited research laboratories operational by June, 2026	Establish and equip strategic/accredited research laboratories	Number of operational strategic and accredited research laboratories	DVC-ARC, DRPC/IEC, and Academic Departments
	11 well-equipped research commons established by June, 2026	Establish and equip Research Commons in all academic centres	Number of research commons	
	1 world-class centre of excellence in emerging technologies established by June, 2026	Establish a world-class centre of excellence in emerging technologies	A world-class centre in place	
	Industrial park functional by June, 2026	Establish a university industrial park for supporting spin-off companies	Industrial park is in place Number of spin-off companies	
	Research coordination units at the departmental level supported and optimally utilized annually effective from July, 2021	Support research coordination units	Supported and optimally utilized coordination units	
	40 research teams established and function effectively from October, 2021	Establish research teams at the departmental level	Number of active research teams	
	250 staff trained and facilitated in research, publications and consultancy annually	Facilitate regular training of staff in research, publications and consultancy services	Number of staff trained and facilitated	
	Dedicated task force to support writing in research projects established and deployed from July, 2022	Establish and deploy a dedicated team for supporting staff in departments in writing fundable projects/programmes	A team/mechanism for supporting the preparation of fundable projects in place	
Strengthen performance monitoring of research and	Framework and tool for periodic monitoring, evaluation and impact established by May, 2022	Establish a framework and tool for periodic monitoring, evaluation of the impact of research, publication and	Framework and tool for period evaluation and impact in place	DVC-ARC, DRPC/IEC, and Academic Departments

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
consultancy endeavours		innovation		
	All research projects completed timely effective from July, 2021	Facilitate and ensure effective performance monitoring of ongoing research, publication and consultancy projects	Number of research projects timely completed	
	2.75 billion TZS revenue generated from research and consultancy annually		Percent of revenue from research generated and retained	
	90% of research projects resulting in publications in peer-reviewed journals annually		Number publications resulted from research projects	
	All consultancy projects timely completed		Number of consultancy projects timely completed	
	80% of enrolled graduate students timely develop publications annually		Ensure effective publications development from graduate students	
Improve innovations, incubation programmes and business support services	5 new patented innovations and technologies registered by June, 2026	Facilitate the development and registration of innovative ideas, prototypes or innovations patented/registered	Number of licensed technologies and patents	DVC-ARC, DRPC/IEC and Academic Departments
	5 innovations or prototypes commercialised annually effective from July, 2021	Facilitate the development of innovations and commercialisation of research	Number of commercialised innovations or prototypes	
	5 incubatees linked annually to the industry through PPP by June, 2026	Facilitate the establishment and operations of PPP incubatees for upcoming innovators and entrepreneurs	Number of PPP incubatees linked	
	50 innovators linked to productive market opportunities by June, 2026	Develop and support linkages between innovators and business support services	Number of innovators linked to productive market opportunities	
Build the culture, improve citation index and enhance the transfer of research findings	A guideline for research-based presentations established by June, 2022	Introduce a guideline for research-based presentations at the department	Research-based presentation guidelines in place	DVC-ARC, DRPC and Academic Departments
	50% of academic staff make at least 1 research-based presentation by June, 2026	Formalise and encourage research-based presentations at the departmental level	Number of academic staff conducting a research-based presentation	
	100% colleges, institutes and	Establish newsletters at College,	Number of operational	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	schools have operational newsletters by June, 2026	Institute and School levels.	newsletters	DRPC, and Colleges, Institutes and Schools
	10 research journals become operational by June, 2026	Facilitate the establishment and effectiveness of UDOM research journals as well as subscription to the external journal where staff can publish	Number of operational research journals	DVC-ARC, DRPC and Departments
	400 subscriptions to external journals made by June, 2026		Number of subscriptions to external journals	
	20 peer-reviewed articles per Department published in reputable outlets annually effective from July, 2021	Encourage staff to publish in reputable outlets annually	Number of publications in reputable indexed journals per department	
	20% of publications prepared through collaborative modalities annually	Encourage collaborative development of publications with researchers from other institutions	Number of collaborative publications	
	25% citation index in Google Scholar and SCOPUS increased annually	Facilitate staff to include UDOM as institutional affiliation in research outputs		
	Research and Innovation Week (RIW) is held annually	Formalise Research and Innovation Week (RIW)	Number of RIWs conducted	
	10 research-based conference platforms introduced annually effective from July, 2021	Facilitate research-based conference platforms and participation of staff and students in scientific conferences	Number of research-based conference platforms	
	80 researchers participate in local and international conferences annually		Number of researchers participate in local and international conferences	
			Number of conferences attended	
	10 International Scientific Conferences effectively organized by June, 2026		Number of International Scientific Conferences conducted	
	A functional research repository system supported annually effective from July, 2022	Support research repository system	A functional research repository system in place	DVC-ARC, DRPC, DLS, and Departments

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
Enhance the framework for academic publishing and printing	5 collaborative agreements with publishers established by June, 2026	Formalize collaboration with reputable publishers to support researchers	Number of collaborative agreements with publishers	VC, DVC-ARC, DRPC, LSU and Departments
	Up-to-date guidelines for promoting the publication of articles/books prepared by June, 2022	Review and implement university guidelines for academic publishing	Up-to-date guidelines for promoting the publication of articles/books in place	DVC-ARC, DRPC and Departments
	80% of academic staff trained in scientific writing and publishing by June, 2026	Train staff and students on scientific writing and publishing	Percent of staff trained	
	90% of graduate students trained in scientific writing and publishing by June, 2026		Percent of students trained	
	A scheme to support academic textbook writing established by June, 2022	Establish a system to encourage and support staff to write and produce textbooks	A scheme to support textbook writing in place	
	5 books published by June, 2026		Number of books published	
	A university printing unit operationalized from August, 2022	Establish a professional printing services unit	Operational university printing unit	DVC-ARC, DRPC, DPI and DLS
Improve capacity and involvement of staff and students in community outreach	All Colleges, Institutes and Schools have functional outreach committees effective from December, 2022	Strengthen coordination of outreach activities	Functional outreach committees in place	DVC-ARC, PRMU, DRPC, DSS, Colleges, Institutes and Schools
	2 events of the community services for publicity are conducted annually	Facilitate UDOM publicity through community services	Number and frequency of advertisements	VC, DVC-PFA, DVC-ARC, PRMU, Colleges, Institutes and Schools
			Number of community services engagements	
	UDOM Day is organized once annually	Organise UDOM Day	UDOM Day is organised each year	VC, DVC-ARC, DVC-PFA and PRMU
	UDOM Radio and UDOM TV stations established and function by June, 2024	Establish and operationalise UDOM Radio and TV stations	UDOM Radio station in place	DVC-ARC, PRMU and CHSS
UDOM TV station in place				
All website pages are regular	Operationalize UDOM websites	Number of regular	DVC-ARC, DICT,	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	updated effective from July, 2021	at College, Institutes and Schools	upgraded websites	Colleges, Institutes and Schools
	UDOM Legal Aid Clinic operational effective from July, 2021	Operationalize UDOM Legal Aid Clinic and provision of legal services to the underprivileged	UDOM Legal Aid Clinic operational	DVC-ARC, DRPC and SoL
	100 free legal services provided to the underprivileged annually		Number of people accessed by free legal services	DVC-ARC, DRPC and Departments
	5 community-based projects supported by June, 2026	Support community-based projects around the university	Number of projects supported	
	15 staff involved in community outreach annually	Encourage and support staff and students to volunteer in community outreach effective	Number of staff involved in community outreach	
	75 students involved in community outreach annually		Number of students involved in community outreach	
Strategic Objective 5: ICT Infrastructure and Digital Solutions Improved				
Align ICT infrastructure and systems plan with the university strategic directions	Master plan in place by December, 2021	Develop UDOM ICT master plan	UDOM ICT master plan in place	DVC-PFA and DICT
	ICT policy reviewed by June, 2022	Review of ICT policy	A reviewed ICT policy in place	
	5 rules and regulation documents reviewed and operationalized by June, 2022	Rules and regulations on the use of ICT facilities and services designed, reviewed and operationalized	Number of rules and regulations reviewed and operationalized	
	Enterprise Architecture (EA) system in place by June, 2023	Develop and operationalize a university-wide Enterprise Architecture (EA)	UDOM EA in place	
	75% of UDOM systems integrated - internally by June, 2026		Number of individual systems internally integrated	
	3 ICT staff facilitated to undertake professional certificates by June, 2026	Facilitate improvement in staffing in the ICT Directorate	Number of staff with professional certificates	
	50% increase in activities performed jointly between DICT and CIVE by June, 2022	Establish a clear modality for CIVE to work with DICT in ICT systems and services development	Number of activities performed jointly	
Improve academic	E-learning regulation and	Develop in-house E-learning	E-learning rules and	DVC-ARC, DUS

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
and administrative services through technology	guidelines developed by June, 2022	regulations and guidelines	guidelines in place	DGS and CIVE
	E-learning centre/unit established by June, 2023	Establish a coordinating e-learning (virtual education) unit/centre	E-learning centre/unit in place	
	2 E-learning servers installed by June, 2023	Install E-learning servers	Number of E-learning servers installed	DVC-PFA and DICT
	4 dedicated studios in place by June, 2023	Establish a dedicated studio for content development	Number of dedicated e-learning studio	DVC-ARC, DVC-PFA, DICT, CIVE, Unit/Center responsible for e-learning and academic units
	Moodle learning management system customized and operational by June, 2023	Customize the Moodle Learning Management System	Customized and operational Moodle learning management system in place	
	25 programmes content digitized and operationalized by June, 2026	Digitize degree programmes curricula and content	Number of digitized and operationalized degree programmes	
	400 instructors trained on online and blended learning and teaching course by June, 2026	Train academic staff on online/blended learning course development and implementation	Number of staff trained	
	1 instructional designer recruited for each academic unit by June, 2026	Provide a team of instructional designers to facilitate instructors on the development of the online courses	Number of instructional designers recruited	
Improve the security of physical and information assets	70% of key buildings (administration, labs, library) installed with CCTV systems starting from July, 2021	Install CCTV system on key (administration, labs, library) buildings	Percent of key buildings with CCTV systems installed	DVC-PFA, DICT and DEM
	IT security guidelines in place by June, 2022	Develop a UDOM IT security guideline	IT security guidelines are available	DVC-PFA and DICT
	Fault Reporting System in established by June, 2022	Implement a Fault Reporting System and facilitate strategic and routine security monitoring, audits and interventions	Fault Reporting System in place	
	A SIEM and IDPS software installed and operationalized by	Implement Intrusion Detections and Prevention System (IDPS),	IDPS and SIEM in place	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	June, 2022	and Security Information and Events Management (SIEM) software starting		
	MTBF increased by 20% yearly		Mean Time Between Failure (MTBF)	
	75% of all IT systems linked to the disaster recovery site by June, 2024	Install, configure and manage disaster recovery site	Number of systems effectively linked to the disaster recovery site	
	30% annual reduction of downtime incidences due to failure in the main system		Reduced number of downtime incidences due to intrusion	
Enhance university-wide, integrated, technologies and solutions across Cost Centres	400 instructors trained on SR every year	Train instructors on UDOM student academic management system (Student Records-SR and UDOM electronic students' admission system)	Number of staff trained on SR every year	DVC-PFA, DVC-ARC, DICT, DUS, DPGS and UBSE
	SR system updated once in five years	Upgrade UDOM-SR to enhance effectiveness, security and responsiveness to stakeholder needs	A new version of SR is in place	
	SR manual in place by June, 2023	Develop and distribute an up-to-date SR manual and short video	Up-to-date SR manual on the website	
	SR instructional short videos for various users in place by June, 2023		Number of SR instructional short videos for various users	
	90% of staff and students satisfied at least average by June, 2026	Support and facilitate users of the SR system	Average percent of staff and students satisfied	
	Admission system is updated once every three years	Upgrade the UDOM admission system	A new version of the admission system in place	
	Students' affairs reporting system digitized June, 2023	Develop and operationalize a system for interaction between students and the office of the Dean of Students Services	Students' affairs reporting system in place	DVC-PFA, DICT and DSS
	Entrance in all libraries automated by June, 2024	Automation of Library entrance	Automated library entrance in place	DVC-ARC, DLS and DICT
	Electronic document management system is operational by June, 2022	Operationalize and support electronic document	Document management system in place	DVC-PFA, DICT and DHRA

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
		management system		
	75% of priority HR and administration systems developed by June, 2026	Develop and operationalize HRM and administration systems	HRM system in place	
	Digital systems upgraded, adapted and implemented in 31 Cost Centres annually	Upgrade, adapt and implement other digital systems	Number of services automated	All Cost Centres
			Percent of automated academic functions	
	300 staff trained on ICT systems annually	Build awareness on ICT systems to staff	Number of staff trained	
All university-wide information systems supported by June, 2026	Support effective administration of centralized systems, user accounts and troubleshooting	Percent of availability and reliability of the systems' services		
Modernize ICT infrastructure	Cloud computing platform established by June, 2023	Develop and implement UDOM cloud computing framework and platform	Cloud computing framework and platform in place	DVC-PFA and DICT
	75% of the network infrastructure meets fault-tolerant network standards by June, 2026	Upgrade UDOM network infrastructure to a fault-tolerant network standard	Number of backbone links with redundant links	
	All working buildings installed with functioning LAN or wireless connectivity in all offices, libraries and lecture rooms by June, 2026	Facilitate improving Local Area Network (LAN)	Number of buildings with installed LAN infrastructure	
	Increase in Internet bandwidth from 245 Mbps to 2,048 Mpbs by June, 2026	Facilitate broadband access and connectivity in Colleges, Institutes and Schools	Percentage increase in internet bandwidth	DVC PFA and DICT
	80% of public places such as administration buildings, lecture rooms, libraries, academic offices installed with wireless hotspots by June, 2026	Encourage access to digital resources by the installation of wireless access hotspots	Number of public places with wireless access hotspots	
	All staff provided with desktop computers in their offices by June, 2026.	Provide academic and administrative staff with appropriate computers and	Number of staff provided with computers	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
		software		
	1 full functioning computer lab installed in each academic unit by June, 2026	Establish accredited strategic student computer labs in colleges, institutes and schools	Number and capacity of full-functioning computer labs	
Improve ICT experts and general users' knowledge of digital solutions, emerging technologies and security practices	2 professional training per annum	Design and offer training to ICT experts	Number training sessions	DVC-PFA, DHRA and DICT
	15 staff with professional certificates	Facilitate ICT staff to acquire professional certificates in various ICT specializations	Number of ICT staff with professional certifications	
	2 training workshops conducted per annum	Train end-users on UDOM ICT systems and infrastructures	Number of training workshops conducted	
Enhance publicity through the effective use of digital media	20% improvement in usage and uptime by June, 2023	Develop and sustain the core university websites	Percent on usage, uptime	DVC-PFA, PRMU and DICT
	Website updating and maintenance framework developed and operationalized by June, 2022	Develop and operationalize a modality for timely and effective UDOM websites updating	Website updating and maintenance framework in place	DVC-PFA, DICT, PRMU and Cost Centers
	80% of website users are satisfied every year	Facilitate relevance of the university	Percentage of website users satisfied	DVC-PFA, DICT and PRMU
	20% increase in website hits yearly	Facilitate visibility of the university	Number of hits increased on the website.	
	1 chat-bot on the UDOM website by June, 2023	Incorporate chat-bots in website to automate visitor-website interaction	Chat-bot in university website in place	
	4 functional university social media accounts by June, 2026	Establish and sustain effective UDOM social media accounts	Number of functional university social media accounts	
	Team of staff in charge of social media and website updating in place by June, 2022	Ensure university social media accounts are regularly updated.	Presence of a team of staff in charge of updating the website and social media sites	
Enhance the provision of market-driven ICT software and	1 market assessment per triennial	Conduct regular market assessments of demand-driven ICT software and services	Number of market assessments per triennial	DVC-ARC, DRPC/IEC, CIVE and CoBE
	10 marketable ICT software and	Design, test and develop	Number of marketable ICT	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
services	services developed by June, 2026	various market-driven ICT software and services	software and services developed	
	50 million TZS generated from commercial ICT software and services per annum effective from July, 2022	Market, sell and support ICT software and services	Monetary value generated from commercial ICT software and services	
Strategic Objective 6: National, Regional and International Collaborations Reinforced				
Enhance coordination, effectiveness and monitoring of collaborative links	Strategy for national, regional and international collaborations developed by December, 2021	Develop a strategy for national, regional and international collaborations	A strategy in place	DVC-ARC, ICCEU, DRPC, Colleges, Institutes and Schools
	UDOM institutional collaboration policy and guidelines are in place by June, 2022	Review UDOM institutional collaboration policy and guidelines	Updated UDOM institutional collaboration policy and guidelines in place	
	A database of potential strategic partners developed by June, 2022	Develop and update a database of current and potential strategic partners	Updated strategic partners database in place	
	All existing linkages are monitored annually	Monitor and follow-up the effectiveness of existing collaborative links	Number of monitored institutional links	
	2 consultative forums and donor's meetings in 2 years conducted each College, School and Institutes by June, 2026	Organise annual consultative forums with partners, collaborators and donors	Number of consultative forums and donor's meeting	
	25% annual increase in the number of strategic partners by June, 2026		Number of strategic partners	
	All cost centres and departments oriented on collaborative links by June, 2026	Orient Departments on effective establishment and management of collaborative links	Number of departments oriented	
	50 productive collaborative institutional linkages established and sustained by each Department by June, 2026	Facilitate Departments to establish and operationalize collaborative links with national and international	Number of MoU signed and sustained	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
		partners		
Enhanced Exchange Programmes and internships	40 students attended exchange programmes by June, 2026	Coordinate and facilitate the development of staff and students exchange programmes	Number of students exchanges	
	50 staff members attended exchange programmes by June, 2026		Number of staff exchanges	
	50 internship positions secured annually effective from July, 2022	Promote and facilitate internship and placement through structured collaboration	Structured collaboration link established	
			Internship positions secured	
International student service desk/information centre established by June, 2022	Create and operate an international student service desk/information centre	Student information desk in place		
Enhance alumni involvement in the university activities and convocations	Alumni policy, guidelines, procedures and strategy reviewed by June, 2023	Review alumni guidelines, policy and strategy	Updated alumni policy and strategy in place	DVC-ARC, ICCEU, DUS, DGS, DRPC and Departments
	10% of alumni and honorary graduates engaged in activities of UDOM by June, 2026	Facilitate operationalization of alumni policy and strategy	Number of alumni and honorary graduates engaged in activities	
	Alumni databases established effectively from July, 2021	Establish and update alumni databases at the departmental level and the university	Updated Alumni databases in place	
			Alumni e-newsletter in place	
	75% of alumni continuously accessed annually	Establish an e-newsletter that is shared annually with alumni	Number of alumni graduates engaged	
50 presentations involving Alumni and Honorary graduates organized by June, 2026	Organize for alumni and Honorary graduates to make presentations during orientation, convocation, special events and other gatherings	Number of presentations		
Enhance	UDOM corporate rebranding	Develop and implement	UDOM corporate	VC, DVC-ARC,

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
internationalization, communication and marketing strategy	strategy and tools developed by June, 2023	UDOM corporate rebranding strategy and tools	rebranding strategy and tools in place by June, 2023	DVC-PFA, ICCEU and PRMU
	75% of the strategy implemented by June, 2026	Develop and communicate an international brand for university	Number of subscriptions in regional and international forums	
	100% UDOM branded symbols legally protected by June, 2022		UDOM branded symbols legally protected	
	UDOM communication strategy and tool developed and operationalized by June, 2023	Develop, operationalize the international marketing strategy	International marketing strategy and tool in place	
90% of the communication strategy implemented by June, 2026				
Strategic Objective 7: Good Governance, Human Resources Management and Working Environment Improved				
Strengthen planning systems in line with university strategic direction	A cascading of objectives e-system developed by December, 2021	Develop and implement clear modalities for cascading Strategic Plan into College, Institute, School and Department and ultimately Employee Performance Plans	A cascading of objectives e-system in place	VC, DVC-ARC. DVC-PFA, DPI and DICT
	Sub-Strategic Plans in each Cost Centre developed by January, 2022		Cost Centre Sub-Strategic Plans in place	
	Budgeting framework migrated to Plan-Rep system by June, 2022	Migrate UDOM budgeting framework to the Plan-Rep system	Migration to Plan-Rep done	DVC-PFA, DPI and DICT
	A coordinating system developed by June, 2023	Develop and implement a system for coordinating, internal and external, benchmarking of the university, colleges, institutes, schools, departments and programmes	A coordinating system in place	
	2 benchmarking exercises conducted by June, 2026		Benchmarking exercises conducted	
	M&E plan in line with UDOM strategic plan reviewed by December, 2021	Improve, digitalize and implement the reporting and M&E system	Reviewed M&E plan in line with UDOM strategic plan	VC, DVC-ARC. DVC-PFA and DPI
	Baseline values of all indicators in the Strategic Plan established by December, 2021		Baseline values of all indicators developed	
	Automated university-wide		Automated university-wide	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	performance reporting system developed by June, 2022		performance reporting system in place	
			Quarterly e-performance reports	
	The framework (decision support system for management) developed by June, 2023	Develop and implement a framework/system for evidence-based decisions in the university	The framework (decision support system for management) in place	
	90% of Cost Centres annual plans achieved by June, 2026	Facilitate monitoring, evaluation and reporting of progress of implementation of UDOM plans	Annual service delivery survey reports in place	VC, DVC-ARC, DVC-PFA, DPI and other Cost Centres
	Progress reports developed on a monthly and quarterly basis from July, 2021		Monthly and quarterly progress reports in place	
	A strategy for data collection and management system developed by April, 2022	Develop and operationalize data collection and management strategy in the university	Data collection and management strategy in place	
	Digitalized data collection and management system developed and operationalized by June, 2022	Facilitate the digital and integrated collection and provision of university facts and figures in line with internal and external needs	Data collection and management system in place	
	Facts and figures reports developed annually effectively from July, 2022		Annual fact and figures reports	
90% compliance with TCU and university ranking indicators achieved by June, 2025	Align university performance indicators with national and external accreditation processes and monitor performance	Aligned indicators in place	VC, DVC-ARC, DVC-PFA, DPI and QAU	
		Annual accreditation monitoring reports in place		
Strengthen administration, governance and stewardship systems	A renewed UDOM Charter and Rules operational by June, 2026	Review UDOM Charter and Rules to facilitate the strategic developments and direction of the university	A renewed UDOM Charter and Rules	
	A review report harmonising further administrative structures and functions developed by June, 2023	Review and harmonize the governance and administrative structures and functions including job descriptions	A comprehensive review report in place	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	Guideline and procedures for coordinating decentralisation of academic, financial and administrative decisions developed and operationalized by June, 2022	Develop and implement guidelines and procedures for coordinated decentralisation of academic, financial and administrative decisions to all cost centre level	Guideline in place and operational	
	All cross-institutional administrative and operational collaboration supported by June, 2026	Facilitate and support cross-institutional administration and operational collaboration	Percent level of internal collaborative activities/projects	
	100% university-wide strategic decision-making meetings held by June, 2026	Facilitate management meetings and conferences	Number of management meetings and conferences	DVC-PFA
		Conduct at least 2 general management-staff meetings annually	Number of management-staff joint meetings	VC, DVC-ARC and DVC-PFA
		Facilitate at least 4 Council Meetings annually	Number of council meetings	VC, DVC-PFA and LSU
		Facilitate at least 4 Senate Meetings annually	Number of senate meetings	VC, DVC-ARC and DVC-PFA
		Conduct at least 4 senate committee meetings conducted annually	Number of Senate committee meetings	DVC-ARC, DVC-PFA and Directorates/Units
		Facilitate at least 4 technical committee meetings annually	Number of technical committee meetings	
		Facilitate at least 4 HRMC meetings annually	Number of HRMC meetings	VC and DHRA
		Conduct at least 4 board meetings annually	Number of board meetings	DVC-ARC, DVC-PFA, DPI, DoF, Colleges, Directorates and Schools
		Conduct 12 budget committee meetings annually	Number of budget committee meetings	
		Facilitate at least 4 tender board meetings annually	Number of tender board meetings	DVC-PFA and PMU
Conduct at least 2 Workers Council Meetings annually	Number of Workers Council meetings	VC, DVC-ARC, DVC-PFA and		

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
				DHRA
	100% database of policies, guidelines and procedures are consolidated, communicated and maintained every quarter	Consolidate, communicate and maintain a database of policies, guidelines and procedures	Percent of policies, guidelines and procedures maintained and communicated	VC and LSU
	90% of all other statutory meetings conducted at all levels	Conduct statutory meetings across UDOM	Number of statutory meetings	All Cost Centres and Departments
Align university performance indicators with accreditation processes	100% strategic planning processes aligned with accreditation processes, regulations and standards by June, 2026	Conduct strategic planning meetings	Bi-annual strategic meetings conducted	VC, DVC-ARC, DVC-PFA, DPI and QAU
		Review status and monitor accreditation process and standards	Annual accreditation monitoring report in place	
			Number of non-compliance incidences	
	Overall compliance ratings by regulators and standards			
90% Council efficiency in the provision of oversight function to the university annually	Establish an overall rating of UDOM	Overall rating of council assessment		
Enhance inclusive human capital utilization and development	Human Resources Management policy and regulations reviewed by June, 2023	Review and implement a progressive University Human Resources Management policy and regulations	Renewed human resources management policy and regulations in place	DVC-PFA and DHRA
	Comprehensive long-term strategic HR recruitment, promotion and development plan developed by June, 2022	Develop a comprehensive long-term strategic HR recruitment and development plan	A UDOM HR plan in place	
		Review promotion criteria and guideline	Diversity index in gender and disability	
	Strategic proposal to build a case developed by June, 2022	Propose and build a case to the government for the recruitment of more staff in line with the priority and needs of the university	Reviewed promotion criteria in place	DVC-PFA, DHRA and Colleges, Institutes and Schools
	75% of required staff needs to be met by June, 2026		The case submitted to the government by December, 2020	
	Motivation and retention scheme for staff and students reviewed and	Review and implement staff motivation and retention	Bi-annual follow-ups with the government report	
		Reviewed staff motivation scheme in place	DVC-PFA and DHRA	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	operationalized per annum	scheme	Employee productivity rate	
			Percent of employee satisfaction level	
			Percent of employee retention rate	
			Number of grievances resolved	
	2% annual staff turnover rate by June, 2026	Establish performance-based motivation/incentive packages improved	Incentive packages in place	DVC-PFA and DHRA
	80 staff developed and trained in long-term annually	Set a ring-fenced, scholarship fund for staff development and capacity development	Number of staff developed through long-term training	
	150 staff developed and trained in short-term annually	Provide continued professional development and career progression including practical training for staff support in a phased manner	Number of employees participating in short-term training Average training hours per employee	
	250 staff capacitated internally per year	Provide internal capacity building for staff	Number of employees trained in-house	All Cost Centres
			Number of employees trained through collaborative programmes	
	90% managerial, senior academic and professional positions provided with clear succession arrangements by June, 2026	Develop and implement a comprehensive succession planning system	The succession plan and procedures in place	DVC-PFA, DHRA and other Cost Centres
90% of staff completed OPRAS reports approved by the respective committees every year	Computerize and effectively implement Open Performance Review and Appraisal System (OPRAS)	The OPRAS system upgraded	DVC-PFA, DHRA and other Cost Centres	
60% of staff evaluated using OPRAS attain level 1 by June, 2026		Percent of employees receiving regular performance feedback		
Improve the quality of the management	75 new leaders trained by June, 2026	Develop and implement a leadership training programme	Number of newly appointed leaders trained	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
staff throughout the university		for newly appointed leaders in the university		VC, LSU and DHRA
	100% managers/senior officers capacitated annually	Continuously build the capacity of the management	Number of managers trained	
	1 training conducted to Council members annually	Continuously build the capacity of the council members	Number of seminars/training conducted	
Attract and retain excellent academic and administrative staff to match with student enrolment	20% increase of active recruitment academic staff by June, 2026	Initiate recruitment procedure by seeking permits from relevant Ministry	Percent of recruited staff	DVC-PFA, DVC-ARC and DHRA
	10% increase of active recruitment of administrative staff by June, 2026	Initiate recruitment procedure by seeking permits from relevant Ministry	Number of administrative staff	
Improve service delivery and customer satisfaction	UDOM client service charter reviewed and operationalized by June, 2024	Operationalize and review UDOM client service charter effective	Reviewed UDOM client service charter in place	VC, DVC-PFA and DHRA
	100% of customers complaints resolved by June, 2026		Number of customers complaints resolved on time	
	3 days average response time used to serve clients		Average response time in serving client	
	90% customers retained by June, 2026		Customer retention score	
	25% increase of new customers and customer satisfaction by June, 2026		Customer perception survey score rating	
			Number of new customers increased	
Enhance performance management systems and working environment	100% utility bills paid monthly	Facilitate utility bills payments	Percentage of utility bills paid	DVC-PFA, DHRA, DEM, PMU and DoF
	100% of administrative expenses paid monthly	Facilitate the administration and operations of the university	Percentage of administrative expenses paid	
	Key policies and procedures deemed important in the running of the university put in place by June, 2026	Continuously prepare and put in place various policies and procedures deemed important in the running of the university	Number of new policies developed	VC, DVC-PFA, DVC-ARC and all Directorates

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	90% of university annual budget executed annually	Facilitate preparation and execution of university annual budget	Annual budget in place	All Cost Centres and Departments
	100% of M&E reports for implementing budgets are in place annually	Monitor and evaluate the execution of the university budget	Quarter M&E reports in place	DVC-PFA and DPI
	75% of required working tools and facilities are procured continuously annually effective from July, 2021	Procure enough working tools and facilities particularly for new units continuously as required	Working tools and facilities procured	VC, DVC-PFA, DVC-ARC and other Cost Centres
	90% of routine repair and maintenance performed annually	Perform routine repair and maintenance of office equipment and machinery	Number of repaired and maintained office equipment and machinery	All Cost Centres and Departments
		Conduct repair and maintenance of motor vehicles and motorcycles	Number of repaired and maintained vehicles and motorcycles	DVC-PFA, TO and other Cost Centres
	30% increase of business processes streamlined and key systems rationalized by June, 2026	Continuously streamline business processes and rationalize key systems to ensure administrative efficiency and effectiveness	Percent level of administrative efficiency and effectiveness	DVC-PFA and DHRA
	80% of staff accommodations and associated logistics are managed annually	Continuously allocate suitable accommodation for eligible staff	Number of allocated accommodations per requirements	DVC-PFA, UAB and DHRA
	Staff houses record system developed by June, 2022	Develop and maintain records of all houses occupied by university staff	Staff houses record system in place	DVC-PFA and UAB
			Availability of houses records	
	50% of Human Resources Management (HRM) online and digital systems improved by June, 2026	Review and upgrade Human Resources Management (HRM) online and digital systems based on users' needs	HRM online and digital systems upgraded	DVC-PFA, DHRA, DICT and Colleges, Institutes and Schools
Percent of HR functions automated				
Computerized registry system reviewed and upgraded by June, 2022	Upgrade and modernize registry system	Computerized registry system in place		

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
Enhance on-campus security services	On-campus security services and systems policy developed by June, 2024	Develop and implement a security policy	Security strategy in place	
	80% reduction of security cases reported by June, 2025	Continuously improve security services and systems	Reduced number of cases Security system(s) in place	DVC-PFA and DEM
Manage transport and logistics services	25% improvement of transport and logistics services by June, 2026	Continuously manage transport and logistics services	Percent level of transport services improvement Transport management system in place	DVC-PFA, DEM and DHRA
	100% inter-college transport system sustained effective from July, 2021	Encourage and maintain inter-college transport system	Inter-college transport system in place	
Strategic Objective 8: Infrastructures and Utilities Improved				
Enhance external physical environment of the university	70% of gardens around UDOM established as per university Master Plan by June, 2026	Continuously improve gardens around UDOM	Percent of gardens in place as per plan	DVC-PFA, DEM, and Colleges, Institutes and Schools
	1,000 trees planted across UDOM annually	Continuously plant new trees across UDOM	Number trees planted annually across UDOM	
	One water harvesting system for greening piloted by June, 2023	Pilot water harvesting system for greening	Water harvesting system operational	
	5 green zones established by June, 2026	Develop and maintain green zones	Number of green zones established	
Ensure completion of construction of the remaining buildings and service infrastructures	Comprehensive university master plan developed by June, 2022	Develop UDOM master plan	A developed master plan	VC, DVC-ARC, DVC-PFA and DEM
	90% compliance with the master plan by June, 2026	Facilitate compliance in implementing the master plan	Level of compliance	
	Guidelines for space allocation and utilization developed by June, 2022	Develop a space allocation and utilisation harmonisation guideline	Space allocation and utilisation harmonisation guidelines in place	
	90% of existing building spaces optimally used by June, 2026	Facilitate and ensure effective utilisation of all available space	Building spaces used	
	TZS 50 billion funding for the construction of buildings and other physical infrastructures mobilized by June, 2026	Develop, submit and follow-up funding proposal to the government for the outstanding construction of buildings and infrastructure	Strategies, proposals and funds	VC, DVC-ARC, DVC-PFA, DoF and DEM
Quarterly strategic follow-ups report				

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	3 student hostels of 400 rooms capacity construction initiated by June, 2022	Mobilise and construct the remaining students' hostels at the Colleges and Schools	Student hostels constructed	DVC-PFA and DEM
	Construction of CI-UDOM buildings initiated by June, 2024	Mobilize and construct CI-UDOM buildings	CI-UDOM academic and administrative building construction (with traditional kitchen and board room) commenced	DVC-PFA, CI-UDOM and DEM
			CI-UDOM auditorium, language lab, drawing room, multimedia lecture rooms commenced	
	Preparation of library buildings drawings and BOQs in place by June, 2023	Initiate construction of library buildings at CNMS, CoESE and Central Library	Library buildings drawings and BOQs in place	VC, DVC-ARC, DVC-PFA, DLS and DEM
			University Central Library construction commenced	
	Phase 1 Office blocks construction at CNMS, CoESE and COED completed by June, 2026	Construct office blocks at CNMS, CoESE and COED	Office blocks constructed	DVC-PFA, DPI and DEM
	1 art complex/multi-purpose hall construction commenced by June, 2026	Commence construction preparation of the art complex/multi-purpose hall for physical education and in-doors games	Art complex/multi-purpose hall BOQ in place	
			Multi-purpose hall construction commenced	
	80 rooms student accommodation block for postgraduate and foreign students by June, 2026	Construct a student accommodation block for postgraduate and foreign students	Student accommodation block for postgraduate and foreign students in place	
	1 central university store constructed by June, 2024	Construct a central university store	Number of central university store	DVC-PFA, DoF and DEM
	Transform the Chimwaga building into an International Conference Centre by June, 2024	Transform the Chimwaga building into an International Conference Centre	Chimwaga International Conference Centre in place	DVC-PFA, QAU and DEM
	Extend construction of service	Construct service buildings	Business plan in place	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	buildings by 30% through PPP arrangements by June, 2026	through PPP arrangements		
	Construct a university guest hostel from August, 2023	Commence construction of a university guest hostel	Gas stations, shopping malls and business centres in place Guest hostel BOQ in place Guest hostel construction commenced	
Enhance availability of staff houses	100 staff and 3 top managers' houses constructed and/or bought by June, 2026	Construct or buy phase-wise of staff houses	Number of staff houses built or bought	DVC-PFA, DEM, DPI and UAB
		Construct or buy houses for top managers	Number of top managers' houses built or bought	
Improve the supply of clean water, sewerage and sanitation systems	Supply of clean water in office buildings, lecture rooms and students' hostels increased by 50% by June, 2022	Identify and develop UDOM internal sources of water	Internal water supply system identified and developed	DVC-PFA and DEM
		Stabilize daily availability of clean water in all buildings	Daily availability of clean water in all buildings achieved	
	Pilot a system to recycle and reuse wastewater by June, 2026	Develop a system to recycle and reuse wastewater	System to recycle and reuse wastewater in place	
	2 additional sewage and sanitation systems constructed by June, 2026	Construct sewage and sanitation infrastructures	Number of new sewage and sanitation systems constructed	
	100% hall of residents equipped with waterless toilets by June, 2026	Construct external waterless toilets at the hostel campuses	Number of waterless toilets built	
Enhance electric and off-grid power systems	100% of strategic buildings have standby generators by June, 2023	Reallocate and install standby generators for various strategic buildings	Standby generators in place	DVC-PFA and DEM
	Pilot off-grid power systems by June, 2024	Pilot wind and/or solar systems for power generation at strategic buildings	Piloted off-grid power systems	
	2 off-grid power systems replicated by June, 2026	Replicate the wind/solar system step-wise to other offices in the university	Off-grid power system replications	
	75% of all major buildings have the smart system installed by June,	Install smart systems to all buildings to control power	Smart systems installed	DVC-PFA, DICT and DEM

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	2026	and/or water consumption		
	90% of street lights functional per day across UDOM	Maintain street lights on all tarmac roads	Street lights functional per day	DVC-PFA and DEM
Enhance maintenance of existing buildings and other infrastructures	Maintenance plan and tracking system developed by June, 2023	Establish a computer-aided system for planning and tracking building, infrastructure and facilities maintenance	Maintenance planning and tracking system in place	DVC-PFA and DEM
	30% of office buildings repaired annually	Repair and maintain office buildings in phases	Office buildings repaired per year	DVC-PFA and DEM
	9 kilometres of roads, pavements and walkways constructed by June, 2026	Construct and maintain roads, pavements and walkways in the university	Roads, pavements and walkways constructed and maintained	
	25% of residential buildings repaired annually	Repair and maintain staff residential buildings in phases	Residential buildings repaired per year	DVC-PFA, UAB and DEM
	50% of theatres and seminar rooms repaired annually	Repair and maintain theatre and seminar rooms in phases	Theatres and seminar rooms repaired per year	DVC-PFA, QAU and DEM
	30% of halls of residence repaired annually	Repair and maintain halls of residence in phases	Halls of residence repaired	
	30% playgrounds repaired per year	Repair and up-keep playgrounds	Playgrounds repaired per year	
Strategic Objective 9: Mobilization and Management of Financial Resources Enhanced				
Increase the level of the university's contribution to its recurrent budget from non-fee sources	A strategic framework for sustainable diversification of university funding sources developed and implemented by June, 2026	Develop and implement a comprehensive financial mobilization strategy	A renewed financial resources mobilization strategy in place	VC, DVC-PFA, DoF and DPI
			Annual financial mobilization plans with clear targets for key organs in place	
		Operationalize UDOM endowment fund	Endowment fund in place	
	UDOM investments policy reviewed and operationalized by June, 2023	Review UDOM investments policy	Reviewed UDOM investments policy in place	DVC-PFA and DPI
Operationalize UDOM investments and resource		UDOM investments and resource mobilization unit		

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
		mobilization unit	operational	
	1 company established and operationalized by June, 2022	Establish and operationalize the company as a special vehicle for commercial activities	Company established and operationalized in place	
	2 investment stakeholder meetings held annually	Conduct investment stakeholders' meetings	Number of investment stakeholder meetings conducted	
	2 fundable investment proposals are developed annually	Develop fundable investment proposals	Number of new investment proposals	DVC-PFA, DPI and other Cost Centres
	5 investments implemented in PPP modalities by June, 2026	Develop and implement strategic investments in PPP modalities	Number of investment projects operational	
	2 development projects mobilized from Alumni by June, 2026	Mobilize UDOM Alumni to participate in development activities	Development projects involving alumni in place	
	40 consultancy teams formed and facilitated annually	Encourage and facilitate consultancy teams in all Departments	Number of consultancy teams	DVC-ARC, ICCEU, DRPC and Academic Departments
	10 times increase of consultancy services income starting from July, 2021	Promote, coordinate and drive delivery of consultancy and commercial services in all Departments	Level of consultancy services income Number of collaborated consultancies undertaken	
	1 consultancy training per each College, School and Institute from July, 2021	Continuously build the capacity of staff to undertake consultancy activities	Number of consultancy training	DVC-ARC, Colleges and DRPC
	10 large scale consultancies won by June, 2026	Introduce and implement an incentive package for groups that win large scale consultancy undertakings	An incentive package in place Number of large-scale consultancies	DVC-ARC, DRPC and Departments
	3 delivery of short courses conducted annually by Colleges, Institutes and Schools	Coordinate and implement the delivery of short courses by Colleges, Institutes and Schools by June, 2026	Reviewed university strategy, guidelines and procedures for short courses Number of short-course conducted	DVC-ARC, ICCEU, and Academic Departments

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
Optimize the use of university physical resources	50% of approved business plans operationalised by June, 2026	Develop and operationalize business plans for each potential internal source of income	Number of business plans	VC, DVC-PFA, DVC-ARC, DPI and DoF
	5% cost reduction of university operations in key operations by June, 2026	Develop arrangements for sharing of resources, bulk procurement and resource recycling	Cost-sharing arrangements in place	
	2 low-cost alternative sources of utilities developed by June, 2026	Develop low-cost alternative sources of utilities	Number of alternative sources of utilities established	
	5 income-generating activities established by June, 2025	Promote increased income generation from university resources	Number of incomes generating activities	DVC-PFA, DEM, DPI, CIA and DoF
	67 billion TZS income generated per annum from university resources by June, 2026		Value of income generated from university resources	
	Rental fees for various categories of UDOM assets reviewed by June, 2022	Review rental fees for various categories of UDOM assets	Reviewed rental fees in place	DVC-PFA, DEM, DPI, CIA and DoF
Improve financial management practices	Heads of UDOM cost centres trained at least once on proper financial management annually	Conduct workshops on proper financial management practices and planning and budgeting	Number of workshops conducted	DVC-PFA, DPI, CIA and DoF
	Cost-cutting and control measures continuously reviewed and implemented by June, 2026	Review and operationalize UDOM cost-cutting, control and income-generating strategies, tuition fees and other charges	Cost-cutting, income-generating activities, charges and control strategies reviewed and operationalized	DVC-PFA, DPI, CIA, DUS, DGS, DEM, LSU and DoF
			Number of government commitments and guarantees in place	
	Financial and accounting system reviewed and operationalized by June, 2026	Review and operationalize financial and accounting system	A reviewed financial and accounting system in place	DVC-PFA, CIA and DoF
All handling of financial pay-outs	Manage all remittance to the	Reviewed financial policy in place		
		Remittance to the		

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	completed annually	government/total revenue or collections	government in place	
	100% of all units linked to the improved computerized Financial Management Information System by June, 2026	Link the renewed financial management system to all university units	Number of cost centres linked to the improved system	DVC-PFA, CIA and DoF
		Harmonize university budgets with the collaborative institute(s)	Harmonized budgets system in place	DVC-PFA, DoF and CI-UDOM
	100% of students' loan beneficiaries served timely annually	Facilitate effective management of students' loans from HESLB	Number of students served	DVC-PFA, DoF, UBSE and DUS
	95% of revenue collection efficiency reached by June, 2026	Facilitate revenue collection mechanisms	Percent of revenue collected compared to total revenue earned in a year	DVC-PFA and DoF
			Proportion of staff costs to operating revenue during a year	
			Proportion of the revenue retained to a total revenue	
			Proportion of operating revenue to operating expenses	
			Proportion of short-term funds to short-term maturity obligations in a year	
			Percent increase in revenue earned during a year	
	30% contribution to capital expenditure reached by June, 2026		Percent of total revenue incurred to finance capital-related expenditure	
	100% of annual reports are prepared on time	Prepare annual accounts and reports	Annual accounts and reports in place	DVC-PFA, CIA and DoF
	100% of annual internal and external audits conducted effectively and on time	Conduct annual internal and external audits	Annual audit opinion/ reports in place	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	100% compliance with auditors and regulators timely annually	Respond and monitor audit queries	Percent of audit findings resolved by the deadline	
	UDOM management's participation in national policy dialogue once a year starting from July, 2021	Participate in national policy dialogue	Regular participation	DVC-PFA and DoF
Enhance assets management at the university	Inventory management policy developed by October, 2022	Develop inventory management policy	Inventory management policy in place	DVC-PFA and DoF
	100% inventory management operations implemented by June, 2026	Operationalize inventory management policy	Percent of items recorded in the assets inventory register to total assets	
			Proportion of unserviceable, obsolete and surplus assets disposed to total unserviceable, obsolete and surplus assets	
	100% assets capitalization policy implemented annually	Review assets capitalization policy	Revised policy in place	
		Operationalize assets capitalization policy	Percent level of implementation	
			Proportion of total debts to total assets during a year	
Improve procurement and systems	Force account procurement approach operationalized in operations effective from July, 2021	Facilitate the appropriate application of the force account procurement approach	Force account procurement approach in place	VC, DVC-ARC, DVC-PFA, PMU and QAU
	100% annual procurement plan executed by the third quarter of each financial year	Prepare and execute annual procurement plan	Percent of annual procurement plans implemented	
	Procurement process upgraded effectively from July, 2022	Establish a digital procurement system to improve the process, accountability and effectiveness	Digital procurement system in place	
	50% increase in end-user satisfaction by July, 2026		Percent of user satisfaction	
Strategic Objective 10: Cross Cutting Issues Mainstreamed				
Enhance gender	Awareness and understanding of	Study and design effective	Training programmes and	VC, DVC-ARC,

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
and ethics awareness	gender and ethics increased by 80% amongst staff and students by June, 2026	ethics and gender training programmes for staff and students	resources in place	DVC-PFA, Colleges, Institutes, Schools and Departments
	10 town-hall sessions for students conducted annually	Orient students on sexual harassment, ethics and gender issues	Number of town-hall sessions for students conducted	
	5,000 students oriented on sexual harassment, gender and ethics per year		Number of students oriented on sexual harassment, gender and ethics	
	4 work gender training for staff conducted annually	Train staff on gender	Number of work gender training for staff	
	200 staff trained on gender mainstreaming per year		Number of staff trained on gender	
	4 work ethics training conducted per year	Train staff on work ethics	Number of work ethics training	
	Bi-annual feedback meetings on work ethics and gender issues	Create feedback mechanisms on work ethics and gender issues/concerns	Number of feedback meetings	
	Gender policy developed by June, 2022	Develop and operationalize UDOM gender policy	A renewed policy in place	VC, DVC-ARC, DVC-PFA, IDS, DHRA, Colleges, Institutes, Schools and Departments
	40% of activities (teaching, research, public service, etc.) mainstreamed gender and ethics issues by June, 2026	Mainstream university activities with gender and ethics issues	Number of programmes and activities mainstreamed	
	Procedure and mechanism to fight sexual harassment developed and reviewed by June, 2023	Develop and implement enhanced procedures and mechanisms to fight sexual harassment	Procedures and mechanisms in place	
5 gender-sensitive programmes reviewed and developed by June, 2026	Review and develop gender-sensitive academic programmes	Number of gender-sensitive programmes reviewed and developed		
3 gender research projects conducted by June, 2026	Develop and facilitate the conduct of gender researches	Number of gender research projects		
Quarterly gender mainstreaming reports developed	Facilitate, monitor and evaluate gender mainstreaming in all	Quarterly reports		

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
		academic and non-academic activities		
	50% of females in new staff recruitments and academic programmes by June, 2026	Encourage females to apply in all academic programmes and employment opportunities offered by UDOM	Number of females in new staff recruitments Number of enrolled female students	
Promote awareness and understanding of environmental issues	5 training conducted per year on environmental issues and management	Orient staff and students on environmental issues and management	Number of training conducted	VC, DVC-PFA, SoL, DSS, Institutes, Schools and Colleges
	200 staff oriented on environmental issues every year		Number of staff oriented	
	5,000 students oriented on environmental issues every year		Number of students oriented	
	250 staff trained on the right to occupation health and safety annually	Capacitate staff on the right to occupational health and safety	Number of staff trained	VC, DVC-PFA, UDOM Hospital, SoL and others
Enhance the environment for staff, students and other people with special needs	A guideline for improving the environment for staff and students with special needs developed and implemented by June, 2022	Develop guidelines for people with special needs	A policy for people with special needs in place by June, 2022	VC, DVC-PFA, DVC-ARC, DUS, DGS, DHRA, DSS, Colleges, Institutes and Schools
	90% of the guideline implemented by June, 2026	Facilitate effective implementation of the guideline on people with special needs	Quarterly reports	
	100% improved facilities to support people with special needs in place by June, 2026	Continue to improve facilities for people with special needs	Percent level of improved facilities	
	70% improved infrastructure to support people with special needs in place by June, 2026	Continue to improve infrastructure for people with special needs	Percent level of improved infrastructure	
	A special education unit is developed and become operational by June, 2023	Develop and implement a special education unit for students with special needs	A special education unit is operational	
	2 institutional linkages related to people with special needs	Facilitate linkages of people with special needs with other	Number of collaborations related to people with	

STRATEGY	TARGET	ACTIVITY	KPIs	RESPONSIBLE
	established	institutions concerning their needs	special needs	
	20 additional academic staff are competent on effective methods for teaching students with special needs in place by June, 2024	Train academic staff on effective methods for teaching students with special needs	Number of academic staff	
Enhance efficiency in risk and disaster management and accountability	90% of annual risk and disaster management achieved by June, 2026	Develop and implement a comprehensive risk and disaster management framework	Risk and disaster management framework in place	VC, DVC-PFA, DPI and CIA
	100% risks and disasters managed and Cost Centres accountable annually		Percent of business processes with a continuity plan	
	100% operating manuals for improving decision support systems operationalized by June, 2026		Percent of risks and disasters with valid mitigation	
	100% operating manuals for improving decision support systems operationalized by June, 2026	Operationalize operating manuals	Number of operating manuals in place	VC, DVC-PFA and DHRA

CHAPTER FOUR

RESULTS FRAMEWORK

4.1 Introduction

This chapter shows how the results envisaged from the implementation of this Strategic Plan will be measured and how various interventions that are to be undertaken during the five years of the strategic planning cycle will lead to the achievement of the development objective. It also presents RSP IV's linkage with National Development Frameworks, Results Chain, Results Framework Matrix, Monitoring Plan, Planned Reviews, Evaluation Plan, and Reporting Plan.

4.2 Development Objective

The development objective of UDOM focuses on well-educated, skilled and innovative Tanzanians with the requisite knowledge, skills, abilities and positive attitude for national development through science and technology in a competitive economy. The objective represents the highest level of results envisioned by UDOM that will be realized by 2026 along with the contribution of other key players outside UDOM.

4.3 Beneficiaries of UDOM Services

There are two levels of beneficiaries of UDOM services – direct and indirect beneficiaries. Direct beneficiaries include students, staff, service providers, suppliers, the media, the neighbouring community, and the general public. Indirect beneficiaries include parents, employers, trade unions, training institutions and universities, research institutions, professional bodies, sponsors and donors, alumni, political parties, development partners, the business community, industries and other partners, faith-based organizations, government departments, and non-governmental organizations.

4.4 Linkage with National Development Frameworks

The ten (10) strategic objectives that underlie RSP IV collectively and synergistically enable UDOM to contribute directly to Tanzania Development Vision 2025 through the attribute of well-educated, skilled and innovative human resources. The national vision envisages Tanzania to be a nation whose people are ingrained with a developmental mindset and competitive spirit and have the education, skills and creativity for responding to development challenges and effectively compete regionally and internationally. The objectives likewise align well and contribute to

the goals of Tanzania's FYDP-III by increasing access to quality education and skills development; enhancing the country's research innovation base; and, providing impactful public services in line with national development challenges. Last but not least, UDOM strategic objectives are quite in line with the Ruling Party Election Manifesto (2020–2025) aspirations to enhance higher education and training as well as research and innovation for national development.

4.5 Results Chain

UDOM results chain consists of inputs, activities, outputs and outcomes, which broadly contribute to the goal of having a well-educated, skilled and learning society in Tanzania Development Vision 2025. A combination of the objectives and targets in the Medium-Term Expenditure Framework forms the UDOM results chain.

4.6 The Results Framework Matrix

Table 4.1 presents the Results Framework Matrix which contains UDOM overall development objective, objectives and intermediate outcomes, and outcome indicators. The indicators in the matrix will be used to track progress towards achieving intermediate outcomes and objectives.

Table 4.1 UDOM's Results Framework Matrix

Development Objective	Objective code	Objective description	Intermediate outcomes	Outcome Indicator
<p><i>To create, in Tanzania, a place where knowledge will be transferred from one generation to another, a place where through relevant teaching and learning processes, human capital vested with knowledge and skills for the economic development of Tanzania will be produced, and through relevant research, the frontiers of knowledge will be advanced and provide solutions to the people's needs.</i></p>	1.	<p>Health Services Improved, HIV/AIDS Infections and Non-Communicable Diseases (NCD) Reduced</p>	<ul style="list-style-type: none"> • Reduced HIV prevalence rate • Increased staff and students' awareness of HIV/AIDS • Increased availability of quality HIV/AIDS support services • Increased staff participation in HIV voluntary counselling and testing • Reduced incidence of non-communicable diseases • Increased availability of quality NCDs, pandemics and general health services 	<ul style="list-style-type: none"> • % of the annual increase in staff and student awareness of HIV/AIDS. • % of the annual increase in HIV/AIDS voluntary testing cases. • % of the annual increase in staff awareness of NCDs • % of the annual increase of staff engaged in interventions against NCDs • % of the increase per year in the number of staff benefiting from HIV/AIDS, other pandemics, and NCDs support services • % of staff satisfied with preventive and support services against HIV/AIDS, other pandemics, and NCDs reached • % of reduction of response time on pandemics • UDOM Hospital attains referral hospital status
	2.	<p>National Anti-Corruption Strategy Effectively Implemented</p>	<ul style="list-style-type: none"> • Improved ethical practices • Reduced corruption incidences • Increased corruption reporting behaviour 	<ul style="list-style-type: none"> • % of performance as per the PPRA Corruption likelihood index • Number of employees sanctioned for involvement in corruption practices. • Number of employees convicted or involved in corruption cases • Number of corruption incidences reported
	3.	<p>Access and Quality of Teaching and Learning Enhanced</p>	<ul style="list-style-type: none"> • Increased student enrolment • Increased demand for UDOM programmes • Increased graduate employment • Increased student satisfaction with the delivery of UDOM programmes 	<ul style="list-style-type: none"> • Number of enrolled students • Rate of students satisfied with the delivery of UDOM programmes • Rate of Staff satisfied with the delivery of UDOM programmes • Rate of employment of UDOM graduates

Development Objective	Objective code	Objective description	Intermediate outcomes	Outcome Indicator
			<ul style="list-style-type: none"> Increased staff satisfied with the delivery of UDOM programmes 	
	4.	Research, Innovation, and Public Services Enhanced	<ul style="list-style-type: none"> Improved volume and quality of research generated Increased innovations, patents and licensed technologies Increased publications in national and international peer-reviewed journals and other recognised academic media Increased consultancies successfully provided to clients Improved research and consultancy fund generation 	<ul style="list-style-type: none"> Internal funds generated for research and innovation Number of peer papers published Number of peer-reviewed books published. Citation index rate. Number of commercialized innovations and prototypes Number of licensed technologies and patents Research and consultancy fund generated
	5.	ICT Infrastructure and Digital Solutions Improved	<ul style="list-style-type: none"> Increased institutional capacity to leverage ICT to reliably support the implementation of UDOM's Mission and Strategic Plan Increased capacity, modernisation, reliability, security and availability of internet services Increased adoption of e-learning systems Increased digitization of services Increased stakeholders' satisfaction with the delivery of online or blended programmes 	<ul style="list-style-type: none"> Number of academic programmes in digital format Internet bandwidth IT maturity level Percentage of ICT systems availability Rate of stakeholders satisfied with digital services and solutions Rate of stakeholders satisfied with the delivery of online or blended programmes
	6.	National, Regional and International Collaborations Reinforced	<ul style="list-style-type: none"> Increased effective collaborations with national and international institutions Increased alumni involvement in and contribution to university 	<ul style="list-style-type: none"> Number of MoU/agreements entered into with other institutions for strategic collaborations Number of active national, regional, and international research collaboration

Development Objective	Objective code	Objective description	Intermediate outcomes	Outcome Indicator
			activities	<ul style="list-style-type: none"> External stakeholders' satisfaction level. Percentage of alumni actively engaged with UDOM activities
	7.	Good Governance, Human Resources Management and Working Environment Improved	<ul style="list-style-type: none"> Increased customer satisfaction. Improved institutional governance, leadership and oversight and control Improved customer satisfaction Improved staff performance Improved working environment. Increased staff skills and competencies Compliance and credibility of the university Attract international students Attract projects 	<ul style="list-style-type: none"> Institutional Rank Rate of filling staff establishment Rate of academic staff attained the level of senior lectureship Unqualified audit opinion, each year. Ratio of employee performance based on OPRAS Rate of staff satisfaction with the working environment Rate of staff turnover. Rate of academic staff attained the level of associate professorship Rate of required staff-student ratio sustained
	8.	Infrastructures and Utilities Improved	<ul style="list-style-type: none"> Enhanced external physical environment of the university Increased availability of well-maintained and functional infrastructure, buildings, facilities and staff housing Improved availability and reliability of water and electricity supply 	<ul style="list-style-type: none"> % of buildings and facilities are continuously well rehabilitated and maintained % of internal staff and students' stakeholder satisfaction with the condition of buildings, physical facilities, and the estates % of buildings and facilities are continuously well rehabilitated and maintained. % of water needs met % of electricity needs met % hall of residence equipped with waterless toilets % of staff satisfaction with the state of office space and lecture rooms % of student's satisfaction with the state of the lecture rooms and hostels
	9.	Mobilization and	<ul style="list-style-type: none"> Increased internal revenue 	<ul style="list-style-type: none"> Internally revenue growth rate

Development Objective	Objective code	Objective description	Intermediate outcomes	Outcome Indicator
		Management of Financial Resources Enhanced	<ul style="list-style-type: none"> • generation and collection efficiency • Enhanced institutional legal framework for effective commercial provision of services and diversification of investments • Reduced dependency on government budget • Increase in development projects. • Increase controls on recurrent expenditure. 	<ul style="list-style-type: none"> • Establishment and operationalization of a company • Implementing various investments • Annual university internal source revenue's budget met • Internal revenue contribution to capital expenditure • Employee efficiency ratio • Operating expense ratio (OER).
	10.	Crosscutting Issues Mainstreamed	<ul style="list-style-type: none"> • Increased gender and ethics awareness and mainstreaming in UDOM activities • Increased gender mainstreamed operations at UDOM • Increased number of researches on gender • Increased percentage number of female academics and administrative staff sustained • Increased awareness and understanding of environmental issues and management • Satisfaction of staff, students and other people with special needs with the environment provided by the university 	<ul style="list-style-type: none"> • Percent rate of awareness on gender and ethics • Gender aspects mainstreamed in all operations of the university • Number of researches works on gender conducted • Percent rate of female enrollment in STEM • Percent rate of female academic staff • Percent rate of female administrative staff • Percent rate of students with special needs • Percent rate of reduction in sexual harassment cases

4.7 Monitoring, Reviews and Evaluation Plans

4.7.1 Monitoring Plans

The Monitoring Plan (see Appendix 2) consists of all the outcome-level KPIs contained in RSP IV (see Chapter 3), indicator description, indicator baseline and targets values, data collection and methods of analysis, indicator reporting frequencies and the responsible officers who will be responsible for data collection, analysis and reporting. The Directorate of Planning and Investment (DPI) will prepare a similar matrix for all output-level KPIs constrained in Table 3.1 of Chapter 3. Both *monitoring plans* will be used at planned review meetings to track and steer the implementation and the results of the strategic plan.

4.7.2 Planned Reviews

2.7.2.1 Planned Review Meetings

Planned review meetings (Table 4.2) are the various meetings that are to be conducted to track progress on the milestones, activities and targets outputs critical for the achievement of set objectives. The meetings shall be conducted as per the UDOM almanac.

Table 4.2: Review Meetings Matrix

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1	Management	Monthly	VC	Members
2	Advisory Committee	Semi-annually	VC	Members
3	Budget Committee	Quarterly	VC	Members
4	SUSC	Quarterly	SUSC Chairperson	Members
5	SPSC	Quarterly	SPSC Chairperson	Members
6	SRPC	Quarterly	SRPC Chairperson	Members
7	ICT Board	Quarterly	ICT Board Chairperson	Members
8	Library Board	Quarterly	Library Board Chairperson	Members

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
9	Quality Assurance Board	Quarterly	QAB Chairperson	Members
10	HRMC	Quarterly	VC	Members
11	PFEIC	Quarterly	PFEIC Chairperson	Members
12	Audit Committee	Quarterly	ARMC Chairperson	Members
13	Council	Quarterly	Council Chairperson	Members

2.7.2.2 Planned Milestones Reviews

Each planned target in RSP IV (i.e., Table 3.1) will be translated into annual milestones over the period 2021/22-2025/26 by the DPI as an exercise. The reviews referred to in Table 4.2 will then track progress on implementation of the milestones and targets accordingly.

4.7.3 Rapid Appraisals

A list of rapid appraisals to be conducted has been presented in Table 4.3. They are intended to gather information for facilitating the implementation of planned interventions. Other pertinent studies, appraisals and assessments are indicated in Appendix 2.

Table 4.3: List of Appraisals

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Question	Methodology	Frequency	Responsible Person
1.	Study on execution and utilization of funds	This study aims at gathering information on funds disbursed to respective cost centres and how they are utilized	<ul style="list-style-type: none"> • What did you plan to do? • How many funds did you receive? • How was it spent? • How was it spent? • What have you achieved on the spent fund? 	This study will be done through document reviews and personal interviews	Quarterly	DVC-PFA
2.	Situation Analysis on status of Human Resources	This study aims at establishing the status of manning levels in the university	<ul style="list-style-type: none"> • How many staff do you have? • What are their respective cadres? • What are the gaps in the respective cadres? • What is the actual staff requirement? • What is the age ratio among staff? 	The information will be collected through document reviews and personal interviews	Quarterly	DVC-PFA
3.	Service Delivery Survey	This study identifies and analyze policies, strategies and levels of stakeholders' satisfaction on services delivered by UDOM, factors affecting the delivery, and providing solution and recommendations for improvement	<ul style="list-style-type: none"> • What policies exist? • What strategies exist? • What kinds of services are being offered by UDOM? • What are the main factors affecting service delivery at UDOM? • What is the level of satisfaction? • What can be done to improve services delivery? 	Questionnaires, semi-structured interviews, Key Informant Interviews, Focus Group Discussions	Annually	DVC - ARC and DVC - PFA
4.	HIV/AIDS prevalence and incidence assessment	This assessment intends to assess the status of HIV infections and new infections among UDOM staff and what is being done currently to address the situation	<ul style="list-style-type: none"> • What is the current status of the HIV infection rate? • What is the HIV incidence rate? • What kinds of interventions exist? • Are HIV/AIDS interventions to reduce incidence being well implemented? • Are staff living with HIV/AIDS satisfied with the support provided to them? 	Questionnaires, Documentary reviews, VCT, interviews	Annually	DVC-PFA
5.	Institutional Self-Assessment	This study takes into account UDOM staff opinions and views on policies, strategies, leadership style, resource management, key business processes, customer services and stakeholders leverage towards the achievement of the organization's objectives	<ul style="list-style-type: none"> • What are staff opinions on policies and strategies? • What are staff views on leadership style, resource management and stakeholders' leverage? • What are staff opinions on key business processes and customer services? • What are the areas for improvement? 	Questionnaires, semi-structured interviews, Key informant interviews, Focus group discussions	Annually	DVC-PFA

4.7.4 Evaluation Plan

One major evaluation study will be conducted toward the end of the five years. It will assess the extent of achievement of the targets in the plan as well as the effectiveness, efficiency, impacts, sustainability and lessons of the plan.

4.8 Reporting Plan

4.8.1 Internal Reporting Plan

The internal reporting plan (Table 4.4) will involve the preparation of four (4) types of reports, namely: monthly, quarterly, semi-annual and annual reports. Appendix 3 contains the format for the monthly reporting by Cost Centres.

Table 4.4: Internal Reporting Plan Matrix

S/N	Type of Report	Recipient	Responsible Person
1.	Monthly Report	VC	Heads of Cost Centres
2.	Quarterly Report	VC	Heads of Cost Centres
3.	Semi-Annual Report	VC	Heads of Cost Centres
4.	Annual Report	VC	Heads of Cost Centres
5.	Quarterly Budget Performance Report	Council	VC
6.	Quarterly Construction Progress Report	Council	VC
7.	Quarterly Human Resource Report	Council	VC
8.	Quarterly Audit Report	Council	VC
9.	Quarterly Financial Statements	Council	VC

4.8.2 External Reporting Plan

The external reporting plan (Table 4.5) involves the preparation of five (5) types of reports to the MoEST and OTR, the general public.

Table 4.5: External Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible
1.	Quarterly Progress Report	MoEST	Quarterly	Chairperson of Council
2.	Annual Progress Report	MoEST	Annually	Chairperson of Council
3.	Financial Statements	OTR, CAG	Annually	Chairperson of Council
4.	Annual Report and Audited Accounts	Key Stakeholders	Annually	Chairperson of Council

4.9 M&E and Reporting Arrangements

4.9.1 Inputs Level

The first level tracks the allocation and use of resources on the various activities. Resource's availability must be reviewed on a weekly, monthly or quarterly basis and reported in respective implementation reports. At this level, indicators should focus on the number and quality of human resources available for various tasks, the amount of time dedicated to tasks by staff, and information flow between various levels. Indicators can also focus on time spent in resolving problems, quality and timeliness of decisions, staff timeliness as well as predictability of resource flows and the alignment of resource flow to the activities and outputs.

4.9.2 Activities Level

The second level focuses on the realization of activities in the mid-term RSP and the linkage between activities and outputs. At this level, indicators will focus on processes, activity programming and timeliness of implementation. Activities will be reviewed on a weekly, monthly, or quarterly basis and will be reported in respective implementation reports. The reports will focus on the quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time in the expected quality and if they are not contributing to outputs.

4.9.3 Outputs Level

The third level tracks the realization of the outputs that UDOM produces and which are attributed solely to UDOM. The outputs at this level are measured by output indicators

and milestones. Data collection, analysis and review of the outputs, milestones and output indicators should be done quarterly and reported in quarterly reports. The reports must focus on how the outputs produced are contributing to the outcomes, and inform corrective action if the outputs are not being delivered on time, in the expected quality and are not contributing to planned outcomes.

4.9.4 Outcomes Level

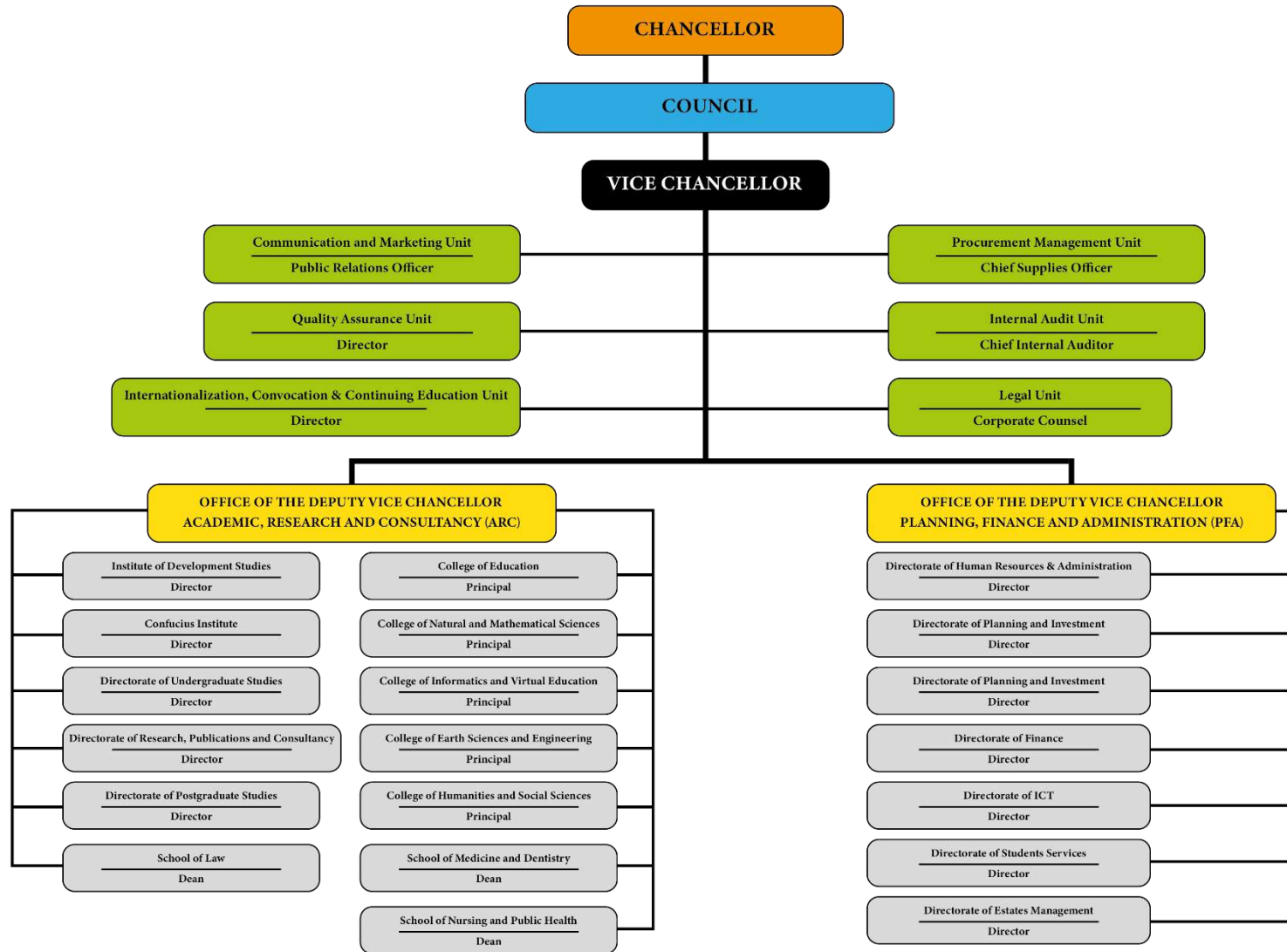
The fourth level tracks the realization of the planned outcomes specified for each objective. Achievement of these outcomes may not be attributed to UDOM alone since several players are contributing to these outcomes. These planned outcomes are measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual report or the five-year outcome report. The annual and five-year outcome reports may be based on either sector or specific analytical/evidence-based studies using national statistics. The reports focus on benefits delivered to UDOM clients and other stakeholders.

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- 6) Tanzania Commission for Universities (TCU) (2019). Handbook for Standards and Guidelines for University Education in Tanzania
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- 8) Tanzania Development Vision 2025.
- 9) The Tanzania Five Year Development Plan (2021/22–2025/26).

APPENDICES

Appendix 1: UDOM Organizational Structure



Appendix 2: Monitoring Plan

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	of Data Collection
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Methods	Frequency of Data Collection	Means of Verification		
Strategic Objective 1: Health Services Improved, HIV/AIDS Infections and Non-Communicable Diseases (NCD) Reduced														
1	% annual increase in staff and student awareness of HIV/AIDS. This measures the percentage change in staff and student awareness of HIV/AIDS from year to year	2020/21	5	10	10	10	10	10	Staff and student HIV/AIDS survey report	HIV/AIDS awareness survey	Annually	Data from the survey report	Annually	DHRA
2	% annual increase in staff awareness of NCDs. This measures the percentage change in staff awareness of NCDs from year to year	2020/21	5	10	10	10	10	10	Staff NCDs survey report	NCD awareness survey	Annually	Data from the survey report	Annually	DHRA
3	% annual increase of staff engaged in interventions against NCDs. This measures the percentage change in staff engaged in interventions against NCDs from year to year	2020/21	5	10	10	10	10	10	Staff NCDs survey report	NCD awareness survey	Annually	Data from the survey report	Annually	DHRA
4	% annual increase in HIV/AIDS voluntary testing cases. This measures the percentage change in staff HIV voluntary testing behaviour from year to year	2020/21	5	10	10	10	10	10	HIV VCT records	Government -approved Voluntary testing procedures	Quarterly	HIV VCT results records	Annually	DHRA
5	% increase per year in the number of staff benefiting from HIV/AIDS, other pandemics, and NCDs support services.	'	TBD	10	10	10	10	10	UDOM HR database/records	Documentary review	Quarterly	Review of the HR records	Annually	DHRA
6	% staff satisfaction with preventive and support services against HIV/AIDS, other pandemics, and NCDs reached.	'	TBD	70	75	80	85	90	Staff HIV/AIDS, NCDs, pandemic and general health service delivery survey report	Staff HIV/AIDS, NCDs, pandemic and general health service delivery survey	Annually	Data from the survey report	Annually	DHRA

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	of Data Collection
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Methods	Frequency of Data Collection	Means of Verification		
7	% reduction of response time on pandemics. This is the percentage change in the time in days between when pandemics appear and the point when UDOM takes serious measures.	2020/21	5	10	10	10	15	20	DHRA records	DHRA Records	Annually	Data from records	Annually	DHRA
8	UDOM Hospital attains referral hospital status 0 – status not achieved. 1 – status achieved	2020/21	0	0	0	0	1	1	Hospital records	Hospital records	Annually	Hospital records	Annually	HOSPITAL
Strategic Objective 2: National Anti-Corruption Strategy Effectively Implemented														
1	% performance as per the PPRA Corruption likelihood index. This measures UDOM performance on the Government assessment index on corruption likelihood as per PPRA	'	TBD	75	80	85	90	90	UDOM corruption likelihood assessment report	PPRA corruption assessment method	Annually	Data from the UDOM corruption likelihood assessment report	Annually	DVC-PFA/DHRA
2	Number of employees sanctioned for involvement in corruption practices. This measure tracks the number of employees in each financial year issued with formal punishment for engaging in corrupt practices	'	TBD	0	0	0	0	0	UDOM HR database/records	Documentary review	Quarterly	Review of the HR records	Annually	DVC-PFA/DHRA
3	Number of employees convicted or involved in corruption cases. This measure tracks the number of employees in each fiscal year convicted in a court of law for engaging in corrupt practices	'	TBD	0	0	0	0	0	UDOM HR database/records	Documentary review	Quarterly	Review of the HR records	Annually	DVC-PFA/DHRA
4	Number of corruption incidences reported. This measure tracks the number of incidences of alleged acts of corruption reported officially to UDOM Management	'	TBD	0	0	0	0	0	UDOM records	Documentary review	Quarterly	Review of the records	Annually	DVC-PFA/DHRA
Strategic Objective 3: Access and Quality of Teaching and Learning Enhanced														
1	Number of enrolled students. This indicator measures the number of students enrolled in the academic year	2020/21	13200	13500	14000	14000	14000	14500	Student Record	Admission Audit	Annually	Admission audit report	Annually	DUS and DPGS

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	of Data Collection
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Methods	Frequency of Data Collection	Means of Verification		
2	Rate of Students satisfied with the delivery of UDOM programmes. This indicator measures students' perception of the quality of UDOM services	'	TBD		75	75	75	75	Service delivery survey	Service delivery survey report	Annually	Survey Report	Annually	QAU
3	Rate of Staff satisfied with the delivery of UDOM programmes. This indicator measures staff perception on the quality of UDOM services	'	TBD		75	75	75	75	Service delivery survey	Service delivery survey report	Annually	Survey Report	Annually	QAU
4	Rate of employment of UDOM graduates. This indicator measures the percentage of UDOM graduates employed	'	TBD			40		60	Tracer study	Tracer study report	Annually	Tracer study Report	Annually	QAU
Strategic Objective 4: Research, Innovation, and Public Services Enhanced														
1	Internal funds generated for research and innovation. This indicator measures internally generated income to fund research (TZS Billion)	2019/20	0.59	0.885	1.18	1.48	2	2	Financial reports	Financial reports	Quarterly	Financial reports	Annually	DoF and DPI
2	Number of peer papers published indicator measures the number of papers published in peer-reviewed journals	2020/21	239	800	880	960	1040	1120	College/School/Institute research committees	DRPC research reports	Quarterly	DRPC research reports	Annually	DRPC
3	Number of peer-reviewed books published. This indicator measures the number of peer-reviewed books published	2020/21	2	2	2	2	2	2	College/School/Institute research committees	DRPC research reports	Quarterly	DRPC research reports	Annually	DRPC
4	Citation index rate. This indicator measures the rate of publication citation index in Google Scholar and Scopus annually	2020/21	0		0	15	0	25	Google Scholar and Scopus	DRPC research reports	Quarterly	DRPC research reports	Annually	DRPC
5	Number of commercialized innovations and prototypes. This indicator measures the number of innovations and prototypes commercialized annually	2020/21	0	1	1	1	1	1	College/School/Institute research committees	DRPC research reports	Quarterly	DRPC research reports	Annually	DRPC

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	of Data Collection
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Methods	Frequency of Data Collection	Means of Verification		
6	Number of licensed technologies and patents. This indicator measures the number of technologies and patents licensed.	2020/21	0	1	1	1	1	1	College/School/Institute research committees	DRPC research reports	Quarterly	DRPC research reports	Annually	DRPC
7	Research and consultancy fund generated. This indicator measures revenue generated from research and consultancy annually (TZS Billion)	2019/20	0.38	2.4	2.75	2.75	2.75	2.75	College/School/Institute research committees	DRPC research and consultancy reports	Quarterly	DRPC research and consultancy reports	Annually	DRPC
Strategic Objective 5: ICT Infrastructure and Digital Solutions Improved														
1	Number of academic programmes in digital format. This indicator measures programmes offered through e-learning and/or blended learning.	2020/21	0	3	6	9	12	15	Academic programmes audit report	Documentary review	Annually	Academic programmes audit report	Annually	DUS and the unit responsible for e-learning
2	Internet bandwidth. This indicator measures the availability of internet data to access digital services	2020/21	245	622	922	1244	1544	2048	DICT implementation report	Documentary review	Quarterly	External Online monitoring tool	Quarterly	DICT
3	IT maturity level. This indicator measures the extent to which UDOM has advanced to be a digital organization	2020/21	3	3	3	4	4	5	DICT implementation report	Documentary review	Quarterly	DICT implementation report	Quarterly	DICT
4	Percentage of ICT systems availability. This indicator measures the level of access reliability of systems	2020/21	91	93	94	95	95	95	DICT implementation report	Documentary review	Quarterly	External Online monitoring tool	Quarterly	DICT
5	Rate of stakeholders satisfied with digital services. This indicator measures stakeholder's perception on delivery of university digital services with at least average	'	TBD	65	70	75	80	85	Service delivery survey	Service delivery survey report	Annually	Survey Report	Annually	QAU
6	Rate of stakeholders satisfied with the delivery of online or blended programmes. This indicator measures stakeholder's perception on the quality of UDOM online or blended delivered programmes	'	TBD	65	70	75	80	85	Service delivery survey	Service delivery survey report	Annually	Survey Report	Annually	QAU
Strategic Objective 6: National, Regional and International Collaborations Reinforced														

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	of Data Collection
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Methods	Frequency of Data Collection	Means of Verification		
1	Number of MoU/agreements entered into with other institutions for strategic collaborations. This measures the cumulative number of new MoUs/agreements with other institutions for strategic collaborations during the plan	2020/21	5	10	20	30	40	50	STC records	Documentary review	Quarterly	LSU records	Annually	LSU
2	Number of active national, regional, and international research collaborations. This measures the cumulative number of new research projects established with national, regional and international institutions during the plan	2020/21	5	5	10	20	30	40	UDOM research database/records	Documentary review	Quarterly	Review of the UDOM research database/records	Annually	DRPC
3	External stakeholders' satisfaction level. This is the percentage of stakeholders who are satisfied with their engagement and UDOM services. The stakeholders include national, regional and international institutions stakeholders. The list of stakeholders is as presented in this plan.	'	TBD	50	60	65	70	75	External stakeholders' survey report	Survey	Annually	Data from the survey report	Annually	QAU
4	% of alumni actively engaged with UDOM activities. This measures the cumulative proportion of alumni actively engaged in various activities (in support) of the university.	2020/21	1	5	10	15	20	25	UDOM alumni database/records	Documentary review	Annually	Reference to the Alumni database/records	Annually	ICCE
Strategic Objective 7: Good Governance, Human Resources Management and Working Environment Improved														
1	Institutional rank. This indicator measures institutional ranking among universities within the country.	2020/21	6	5	4	3	2	1	Assessment	Assessment reports	Annually	National Reports	Annually	DPI
2	Rate of filling staff establishment. This indicator measures the percentage of filling staff establishments at UDOM.	'	TBD					90	HR staff reports	HR staff reports	Annually	Staff report data	Annually	DHRA

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	of Data Collection
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Methods	Frequency of Data Collection	Means of Verification		
3	Rate of academic staff attained the level of senior lecturership. This indicator measures the percentage of academic staff attained level of senior lecturers at UDOM.	2020/21	6	12	18	24	32	40	Cost Centre staff development reports	Staff development report	Annually	Staff development report data	Annually	DHRA
4	Rate of academic staff attained the level of associate professorship. This indicator measures the percentage of academic staff attained level of an associate professorship at UDOM.	2020/21	1	2	4	6	8	10	Cost Centre staff development reports	Staff development report	Annually	Staff development report data	Annually	DHRA
5	Ratio of employee performance based on OPRAS. This indicator measures the ratio of employee performance at UDOM.	2019/20	2	2	2	2	2	2	HR staff OPRAS reports	Staff OPRAS reports	Annually	Staff OPRAS reports data	Annually	DHRA
6	Rate of staff turnover. This indicator measures the rate of staff turnover at UDOM.	2020/21	2	2	2	1	1	1	HR Staff reports	HR Staff reports	Annually	Staff data reports	Annually	DHRA
7	Unqualified audit opinion, each year. This indicator shows the level of compliance with available regulations, policies, regulatory authorities, national and international operational standards.	2020/21	1	1	1	1	1	1	Audit reports	Audit reports	Annually	Audit reports feedback	Annually	DoF
8	Rate of staff satisfaction with the working environment. This indicator measures the rate of staff satisfaction at UDOM.	'	TBD					75	Service delivery survey	Service delivery survey report	Annually	Survey report	Annually	DHRA
9	Rate of required staff-student ratio sustained. This indicator measures the rate of required staff-student ratio sustained.	'	TBD					75	HR staff reports	HR staff reports	Annually	Staff report data	Annually	DHRA
Strategic Objective 8: Building Infrastructures and Utilities Improved														
1	% of buildings and facilities are continuously well rehabilitated and maintained. Measures the percentage of all university buildings, facilities, and equipment in good working condition during all months of the reporting year.	2020/21	30	60	65	70	75	80	Estates' infrastructure maintenance reports	Review of Estates infrastructure maintenance reports	Quarterly	Estates' infrastructure maintenance reports	Annually	DEM

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	of Data Collection
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Methods	Frequency of Data Collection	Means of Verification		
2	% internal staff and students' stakeholder satisfaction with the condition of buildings, physical facilities, and the estates.	2020/21	30	60	65	70	75	80	Staff and student satisfaction survey report	Survey	Annually	Data from the survey report	Annually	DQA
3	% of water needs met. This measures the percentage of actual water needs met on average during the year.	2020/21	50	50	60	70	80	90	Estates' performance records/reports	Review of Estates record/reports	Quarterly	Estates' performance reports	Annually	DEM
4	% of electricity needs met. This measures the percentage of actual electricity needs met on average during the year.	2020/21	70	80	90	90	90	90	Estates' performance records/reports	Review of Estates record/reports	Quarterly	Estates' performance reports	Annually	DEM
5	% hall of residence equipped with waterless toilets. This reports the percentage of halls of residence with adequate and functional waterless toilet facilities.	2020/21	0	20	40	60	80	100	Estates' records/reports	Review of Estates record/reports	Quarterly	Estates' performance reports	Annually	DEM
6	% of staff satisfaction with the state of office space and lecture rooms. This is the percentage of UDOM staff who are satisfied with the condition of office space and lecture rooms in their respective cost centre.	2020/21	60	60	65	70	70	75	Staff satisfaction survey report	Survey	Annually	Data from the survey report	Annually	DQA
7	% student's satisfaction with the state of the lecture room and hostels. This is the percentage of UDOM students who are satisfied with the condition of office space and lecture rooms.	2020/21	60	60	65	70	70	75	Student satisfaction survey report	Survey	Annually	Data from the survey report	Annually	QAU
Strategic Objective 9: Mobilization and Management of Financial Resources Enhanced														
1	Internally revenue growth rate. This indicator measures Income generated from tuition fees (TZS Billion).	2020/21	38	41.8	46	51	53	55	Financial Mgt systems	Annual Financial report	Annually	Annual Financial report	Annually	DoF

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	of Data Collection
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Methods	Frequency of Data Collection	Means of Verification		
2	Internally revenue growth rate. This indicator measures income generated from non-fee income (TZS Billion)	2020/21	4	8	9	10	11	12	Financial Mgt systems	Annual Financial report	Annually	Annual Financial report	Annually	DoF
3	Establishment and operationalization of a company. This indicator shows an established company as a special vehicle for commercial activities.	2020/21	0					1	Investments reports	Company Established	Quarterly	Company Established	Annually	DPI and DoF
4	Implementing various investments. This indicator shows various (number) investments implemented in PPP modalities	2020/21	0					5	Investments reports	Annual performance report	Quarterly	Annual performance report	Annually	DPI and DoF
5	Annual University internal source revenue's budget met. This indicator shows the level of budgeted revenue from the internal sources attained (%)	2020/21	81	82.5	86	88.5	90	95	Financial Mgt systems	Annual Financial report	Quarterly	Annual Financial report	Annually	DoF
6	Internal revenue contribution to capital expenditure. This indicator shows the percentage of total revenue incurred to finance capital-related expenditure/projects (TZS Billion).	2020/21	14	16	18	20	22	25	Financial Mgt systems	Financial reports	Quarterly	Financial reports	Annually	DoF
7	Employee efficiency ratio. This indicator shows the proportion of employee costs to operating revenue during a year.		TBD					30	Financial Mgt systems	Financial reports, employees' records, etc.	Quarterly	Financial reports, employees' records, etc.	Annually	DoF
8	Operating expense ratio (OER). This indicator shows the proportion of operating costs to operating revenue during a year.		TBD					50	Financial Mgt systems	Financial reports	Quarterly	Financial reports	Annually	DoF
Strategic Objective 10: Cross-cutting Issues Mainstreamed														
1	% of awareness on gender and ethics. This indicator measures perception (in percentage) of staff on gender and ethics at UDOM	2020/21	45	55	65	75	85	95	Service delivery survey	Service delivery survey report	Annually	Survey report	Annually	DHRA

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	of Data Collection
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Methods	Frequency of Data Collection	Means of Verification		
2	Gender aspects mainstreamed in all operations of the university. This indicator measures the percentage of gender mainstreamed operations at UDOM.	2020/21	30	35	45	50	60	75	Quality assurance/ Cost centres	Reports from QA/ Cost centres	Annually	Reports from cost centres	Annually	Cost Centers/QAU
3	Number of researches works on gender conducted. This indicator measures the number of gender research undertaken at UDOM.	2020/21	0	1	-	1	1	3	Research reports	Research reports	Quarterly	Research reports	Annually	ID5 and DRPC
4	% of female enrollment in STEM. This indicator measures the percentage of female students enrolled in STEM.	2020/21	0	5	10	12	15	20	Student Records System	Student Records System	Annually	Admission report	Annually	DUS and DPGS
5	% of female academic staff. This indicator measures the percentage of female academic staff employed and sustained at UDOM.	2020/21	27	30	32	35	37	40	Recruitment and HR data	HRM report	quarterly	HRM report	Annually	DHRA
6	% of female administrative staff. This indicator measures the percentage of female administrative staff employed and sustained at UDOM.	2020/21	40	43	45	47	49	50	Recruitment and HR data	HRM report	quarterly	HRM report	Annually	DHRA
7	% of students with special needs. This indicator measures the percentage of students with special needs provided with learning facilities.	2020/21	20	40	55	75	90	100	Student welfare data	Annually	Annually	Student welfare reports	Annually	DSS
8	% reduction in sexual harassment cases. This indicator measures the percentage reduction in sexual harassment cases.		TBD					10	Quality assurance/ Cost centres	Reports from QA/ Cost centres	Annually	Reports from cost centres	Annually	Cost Centers/QAU

Appendix 3: Monthly Report Format to be Submitted by Cost Centres

Monthly Performance Report for the Month of in the Financial Year

Vote Code: 46 **Vote Name:** Ministry of Education Science and Technology

Sub Vote Code: 7001 **Sub Vote Name:** The University of Dodoma

Cost Centre Code: **Cost Centre Name:**

Objective Code and Description	Target Code and Description	FYDP III	R	Activity Code and Description	Actual Implementation of the Planned Activity	% of Implementation of the Planned Activity	Approved Budget	Actual Disbursement	Actual Expenditure	% of Spent approved Budget	On track	At-risk	Off-track	Remarks on Implementation
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15



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