



THE UNIVERSITY
OF DODOMA



HEET NEWSLETTER

— 1st Issue —

THE UNIVERSITY OF DODOMA GOVERNING BOARD



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Vice Chancellor



Prof. Wineaster Anderson
Deputy Vice Chancellor
Planning, Finance and Administration



Prof. Razack Bakari Lokina
Deputy Vice Chancellor
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About The University of Dodoma



The University of Dodoma (UDOM) is located about 8 km east of the city centre and is accessible by public transport which is easily available from the city centre. Given the central location of Dodoma, UDOM is strategically positioned to serve applicants from all over the country. Moreover, Dodoma being the capital city of Tanzania, employees from the government and private sectors have an easy access to training opportunities at UDOM. Such employees can comfortably utilise UDOM to combine work and study for their career advancement. Additionally, the geographical location and the learning environments render UDOM as a convenient place for international students.

BACKGROUND OF HEET PROJECT

Higher Education for Economic Transformation (HEET) is a five-year project running from 2021 to 2026. It is funded by the Government of Tanzania through a soft loan from the World Bank. The project involves the implementation of initiatives across seventeen higher learning institutions under the Ministry of Education, Science, and Technology (MoEST), as well as five institutions under the Ministry of Finance. HEET represents one of the largest investments by the Tanzanian Government in its higher education sector, aiming to enhance education quality, align academic programmes with labour market demands, and improve the overall management of the higher education system. The ultimate goal of the project is to position higher education as a catalyst for driving economic transformation by developing a skilled workforce.

The HEET Project Development Objective (PDO) is to strengthen the learning environments and labour market orientation of programmes in priority disciplines and the management of the higher education system. The project is structured into three key components:

Strengthening the learning environment and labour market alignment of priority programmes

This project aims to enhance the capacity of existing public universities to deliver high-quality programmes in priority areas. It focuses on creating an environment of excellence to develop human resources, particularly in underprivileged regions such as the Lake Zone and Zanzibar. By aligning academic programmes with labour market needs, the component seeks to bridge the gap between education and employment opportunities.

Strengthening the Management of the Higher Education System

The project also focuses on building the capacity of MoEST and its sub-agencies to effectively fulfil their mandates. It includes measures to improve the quality of education in selected non-university higher education institutions and promote public-private partnerships for delivering programmes in priority areas. The objective is to ensure that the higher education system is robust, efficient, and responsive to the needs of the economy.

Project Coordination and Management

This component involves capacity-building within MoEST to manage the day-to-day implementation and coordination of the HEET Project. It also includes monitoring and evaluating the project's impact to ensure accountability and success in meeting its objectives.

By addressing these three areas, the HEET Project seeks to transform Tanzania's higher education system into a key driver of economic growth and development. Moreover, it seeks to foster innovation, equity, and excellence in education.



A WORD FROM THE VICE CHANCELLOR



Prof. Lughano Kusiluka
Vice Chancellor

DEAR COLLEAGUES, PARTNERS, AND STAKEHOLDERS

I am excited to present the first edition of the HEET Newsletter from UDOM. The purpose of this newsletter is to inform our stakeholders and readers about the advancements and implementation of the HEET Project at our university.

We take pride in being one of the few universities in Tanzania involved in this initiative. As you will discover in the following pages, the HEET Project acts as a driving force for change, aiding in the modernisation of our educational system and the advancement of science and technology. By fostering ICT and broadening our science programmes, we aim to equip our students with the essential skills and knowledge to support Tanzania's economic growth. This initiative plays a vital role in achieving the objectives of the Fourth Industrial Revolution as envisioned by our government.

I would like to express my sincere gratitude to the 6th phase Government of Tanzania, led by Her Excellency President Dr. Samia Suluhu Hassan, for initiating the HEET project. This project signifies a departure from traditional teaching methods, leveraging technology to create a more effective learning environment.

The transformational project at UDOM has provided a significant opportunity, with ongoing project activities totaling TZS 52,000,000,000. Since 2021, we have reached notable milestones including local and international staff training, development of physical infrastructure, enhancement of Information Communication Technology, and the establishment of new teaching and research facilities. Moreover, we are actively examining and refining curricula to meet market demands and incorporate new technologies for online learning and research.

Indeed, this is the largest investment I have observed in Tanzanian universities during my twenty-year career as a leader in various institutions. This investment will not only improve the quality of education but also

broaden opportunities for our graduates to realise their full potential and engage themselves in entrepreneurship.

I extend my heartfelt thanks to the Ministry of Education, Science and Technology, under the leadership of Prof. Adolf Mkenda, for its steadfast commitment and support in ensuring the success of this project. As implementers, we are diligently revising curricula and developing new programmes that align with the newly established education policy aimed at addressing emerging market needs and serving our people and nation.

Once these initiatives are fully realised, UDOM will evolve beyond its role as an educational institution and become a center of excellence in talent development. I also wish to convey my deep appreciation to all stakeholders and alumni for their unwavering support and constructive feedback, particularly as we navigate the crucial and demanding process of curriculum review and programme development. Your support is invaluable to our organisation.

Another significant component of the HEET project is the establishment of a new Campus in Njombe Region. The campus will provide valuable opportunities for Tanzanian citizens, especially those in southern Tanzania. We envision a state-of-the-art campus that will train highly qualified professionals in business, agriculture, environmental science, and technology. Our objective is to transform Njombe and its surrounding areas from producers of raw materials into processors and promote local development and economic prosperity.

All our ambitions are made feasible by the World Bank's support through HEET Project. We are fully committed to applying these funds effectively to build capacity, enhance infrastructure, and establish strong connections with industries. Our aim is to transform UDOM into a leading University and enable us to address future needs as articulated in our vision statement and aligned with our Fourth Strategic Plan (2021-2026).

I am pleased to welcome you all to the first edition of our newsletter. In this issue, we offer an overview of the project's current status and our future outlook. We look forward to maintaining our connection through upcoming editions and value your feedback. Please feel free to share your thoughts or suggestions; they will be crucial for the success of this project.

On behalf of the Management of The University of Dodoma, I appreciate you for taking time to read this newsletter. Welcome, and best wishes to everyone!



REMARKS BY THE HEET PROJECT COORDINATOR



Prof. Razack B. Lokina
Deputy Vice Chancellor for
Academic, Research and
Consultancy (DVC ARC)

I am thrilled to share and highlight the significant impact that the HEET Project is poised to have on our institution and the broader higher education landscape in Tanzania. The University of Dodoma is among the 22 higher education institutions selected for the HEET Project, receiving a total allocation of \$23 million. Of this, \$8 million is earmarked for establishing the UDOM-Njombe campus. Over 70% of the funds are designated for construction projects.

As part of the HEET Project, UDOM is addressing the shortage of academic staff by training qualified junior faculty. Currently, 18 staff members pursuing MSc and PhD degrees have secured MoEST-HEET Scholarship. This investment, in human capital, will significantly enhance our teaching and research capabilities and ultimately benefit our students and the broader community.

Furthermore, the HEET Project empowers UDOM to strengthen its teaching and learning environment through the establishment of state-of-the-art ICT infrastructure. This development will streamline online university processes and improve efficiency and accessibility for both students and staff. As the HEET Project Coordinator, I am proud to be part of this transformative initiative. By enhancing the learning environment, aligning academic programmes with labour market demands, and strengthening the management of the higher education system, the HEET Project positions UDOM and other beneficiary institutions to play pivotal roles in Tanzania's economic transformation.

I am confident that the HEET Project will leave a lasting impact on our institution and our nation. We are deeply grateful for the support from the Government of Tanzania and the World Bank, and we are committed to maximising the benefits of this investment to create a brighter future for our students and our country.



A wide-angle photograph of a construction site. In the foreground, there is a large area covered with grey stones or rubble. Several vertical rebar structures are visible, indicating the foundation for a building. In the background, several construction workers wearing hard hats and safety vests are working on the site. The sky is clear and blue.

CONSTRUCTION AND CIVIL WORKS

UDOM is expanding its reach and upgrading its facilities with an \$18 million investment from the HEET Project, marking a significant milestone in campus development. “These transformative campus construction projects will be instrumental in advancing UDOM's mission of excellence in teaching, learning, and research,” Prof. Wineaster Anderson the Deputy Vice Chancellor responsible for Planning, Finance, and Administration said. “The expansion and upgrading of facilities will not only benefit our students and faculty but also contribute to the broader economic and social development of Tanzania”. She added. Moreover, Prof. Wineaster Anderson said that, with key milestones already achieved, UDOM is on track to deliver these landmark infrastructure upgrades, and UDOM looks forward to sharing further updates as these exciting projects progress.

Of the \$18 million allocated, \$10 million is dedicated to constructing state-of-the-art science laboratories, seminar rooms, and classrooms on UDOM's Dodoma campus. The following significant progress has already been made:

- A consultant has been engaged to oversee the design review and construction supervision process.
- Design drawings for the new facilities in Dodoma have been completed.
- An environmental and social impact assessment has been conducted and approved.
- Building permits have been granted, and construction at Dodoma campus has started.

On 3rd September, 2024, UDOM signed contracts for the construction of two buildings:

- Classrooms at the College of Earth Sciences and Engineering (CoESE) between The University of Dodoma and M/S Dematoclasa Realhope JV Mponela Construction and Company Ltd.



- Science laboratory at the College of Natural and Mathematical Sciences (CNMS) between The University of Dodoma and M/S China Energy Engineering Group Jiangsu No.1 Electric Power Construction Co. Ltd.



The event was attended by various stakeholders including the Dodoma Regional Commissioner, Dodoma Urban District Commissioner, UDOM Council members, University Management, Ng'hong'hona Village leaders, UDOMASA, Trade Union representatives, and leaders of The University of Dodoma Student Organization (UDOSO).

The Event in Pictures



Dodoma Regional Commissioner Urges Contractors to Deliver Quality and Timely Construction at UDOM



The Dodoma Regional Commissioner, Hon. Rosemary Senyamule, called on contractors awarded the bid for constructing new buildings at UDOM under the HEET Project to prioritise quality and ensure timely completion. Hon. Senyamule delivered this message on 3rd September, 2024 during the Contract Signing Ceremony held at the UDOM Council Chamber.

“As a region, we view UDOM as a unique and prestigious University, and we take great pride in it,” Hon. Senyamule emphasised. “Given the strong proposals you submitted, we place our trust in your ability to execute this project efficiently and demonstrate your capabilities from paperwork to reality.” She added.



During the contracts signing event, Prof. Rwekaza Sympo Mukandala, the Chairperson of UDOM Council, highlighted the transformative potential of the project. “This initiative will significantly enhance the quality of UDOM’s infrastructure, paving the way for profound improvements in the quality of education across the country.” He said.

In his remarks, the UDOM Vice-Chancellor, Prof. Lughano Kusiluka, announced plans to increase student enrollment to align with the government’s long-term objective of accommodating over 40,000 students annually. He emphasised that this expansion is contingent on the successful completion of the new buildings.

UDOM's Expansion to Njombe Region

Of the 18\$ million dedicated to the construction of infrastructure, \$8 million is allocated to establish a new satellite campus in Njombe. This investment aims at expanding access to higher education in Njombe region. Progress at Njombe campus includes:

- Securing the land title deed for the campus site
- Conducting an environmental impact assessment
- Preparing Master plan and design drawings for the new campus
- Engaging a consultant for design review and supervision
- Progressing with initiatives of procuring a contractor
- Engaging stakeholders for smooth and timely execution of the project



Prof. Wineaster Anderson, Deputy Vice Chancellor for Planning, Finance and Administration (DVC-PFA) (first on the right), with the HEET implementation team during a site visit in Njombe



Master plan expert, Dr. Emmanuel Mchome (first on the left), explaining site plan of the campus to the DVC-PFA



Njombe Campus site visit event in pictures

Recognising the essence of involving stakeholders, UDOM conducted several meetings with all important stakeholders in Njombe to spearhead the implementation of the project.



Ms. Judica Omar, RAS – Njombe, addressing Stakeholders during Stakeholders event

Stakeholders Engagement in pictures



CURRICULUM REVIEW AND DEVELOPMENT

In a notable effort to improve graduate employability, UDOM is implementing a systematic transformation of its curriculum, backed by HEET Project. This strategic initiative aims at ensuring that UDOM's academic programmes are in line with the changing requirements of the job market.

Curriculum Review and Transformation

UDOM is reviewing 56 academic programmes: 28 for undergraduate and 28 for postgraduate, to guarantee that they effectively address industry needs. Prof. Razack Lokina, the Deputy Vice Chancellor for Academic, Research, and Consultancy, stated that the objective is to provide students with the essential knowledge, skills, and competencies necessary to enhance their competitiveness in the job market. He referred to the HEET project as a "game changer" that will facilitate this academic transformation and adequately prepare graduates for future success.



Stakeholders Involvement

An important aspect of this curriculum transformation is UDOM's dedication in involving key stakeholders throughout the development process. Dr. Festo Nguru, the HEET Project Curricula focal person, emphasised the significance of performing extensive tracer studies, training needs assessment, and job market surveys in partnership with other higher education institutions. He reiterated that curriculum reform cannot happen in isolation and highlighted the necessity of accommodating inputs from employers and industry professionals to effectively align programmes with real-world demands.

Progress and Future Steps

So far, UDOM has conducted both online and in-person comprehensive tracer studies and needs assessment. The university is also evaluating its programmes alongside international benchmarks and collaborating with industrial advisory committees to finalise the new curricula. Prof. Lughano Kusiluka, the Vice Chancellor of UDOM, emphasised that HEET project signifies more than just superficial updates; it represents a substantial transformation in UDOM's academic programmes.



Long-term Vision

Prof. Kusiluka shared a vision for ongoing development at UDOM, indicating that the project will incorporate innovative teaching strategies and utilise advanced learning management systems. This approach is intended to foster robust industry partnerships that will position UDOM for lasting success.

Broader Impact

As UDOM accelerates its curriculum transformation initiatives, employers can anticipate a consistent stream of graduates equipped with specific skills tailored to meet organisational demands. This initiative does not only aim at benefiting individual graduates but also seeks to significantly contribute to national economic growth by nurturing a highly skilled workforce. "This is a pivotal moment in UDOM's history," Prof. Kusiluka said. He asserted that, through the HEET project, UDOM is transforming its entire academic ecosystem, enhancing its ability to serve students, communities, and the nation. He concluded that, the future appears promising for UDOM as it aspires to become a leader in cultivating employable graduates ready to face the challenges of tomorrow.

ADVANCING RESEARCH AND INNOVATION

The University of Dodoma Invests in Applied Research and Innovation through Strategic Staff Training



The University of Dodoma is strengthening its applied research and innovation capacity by strategically investing in staff training. As part of this initiative, UDOM supports junior academic staff in pursuing master's and PhD degrees, both locally and internationally through MoEST-HEET scholarship. Thus, UDOM has already sponsored 18 employees: four in master's programmes and fourteen in PhD programmes. Of the 18 beneficiaries, two staff: Eng. Goodluck Oyolla and Eng. Keni Dickson Charles have successfully completed their studies and returned to work.

The selection process for MoEST-HEET scholarship recipients is conducted transparently. Employees from various colleges offering national priority programmes were chosen to participate in the training. This strategic approach underscores UDOM's commitment of fostering a diverse mix of knowledge and expertise across its colleges.

The MoEST-HEET scholarship supports a wide range of fields including health sciences, ICT, special needs education, technology and engineering. Upon completing their studies in these priority areas, the beneficiaries are expected to enhance the University's research output and contribute to quality research and innovation. This will open new avenues for collaboration and ensure a robust foundation of knowledge and skills within UDOM.

Addressing the importance of professional development of UDOM's staff, Prof. Lughano Kusiluka, the Vice-Chancellor of The University of Dodoma said that investing in the professional development of junior staff is crucial for strengthening UDOM's applied research and innovation capacity. By providing opportunities to pursue advanced degrees, both locally and internationally, UDOM equips its staff with knowledge and skills needed to drive impactful research and innovation in our communities and across the nation.

My Transformative Academic Journey under the MoEST-HEET Scholarship



I was awarded the MoEST-HEET scholarship to pursue an MSc in Petroleum Engineering at the University of Aberdeen, UK, for the 2023/24 academic year. During this time, I engaged in rigorous coursework and research projects, collaborating with industry experts and exploring advanced technologies in oil, gas, and renewable energy. My research focused on sustainable lithium extraction from oilfield brines, culminating into a highly regarded thesis.

Currently, at The University of Dodoma, I am utilising my advanced knowledge and skills to establish myself as one of the country's leading experts in petroleum and energy engineering. I view this achievement as a privilege and a reflection of the HEET Project's significant impact on professional development and academic excellence.

Goodluck Oyolla

Department of Petroleum and Energy Engineering, CoESE
The University of Dodoma



In 2023/24 academic year, I secured MoEST-HEET scholarship to pursue an MSc in Geotechnical Engineering at the University of Leeds. This opportunity enabled me to study at a prestigious institution without financial constraints. At Leeds, I had the privilege of learning from world-class experts, gaining advanced knowledge and specialised skills that have significantly enhanced my teaching, research capabilities and professional practice. As I look forward to applying my knowledge to inspire the next generation of engineers and make a positive impact in the field, I am grateful for the MoEST-HEET scholarship for making this transformative journey possible.

Keni Dickson Charles

Department of Environmental Engineering and Management, CoESE
The University of Dodoma





LINKAGES

UDOM Strengthens Institutional Collaborations for Enhanced Academic and Industry Partnerships



Prof. Adolf Mkenda, (Minister for Education, Science and Technology), alongside Prof. Lughano Kusiluka, (Vice Chancellor), and Prof. Razack Lokina, (Deputy Vice-Chancellor for Academic Research and Consultancy), during the Industrial Linkage Workshop at The University of Dodoma

In a strategic effort to enhance the relevance and impact of its academic programmes and research, UDOM strengthens institutional collaborations and industry partnerships through HEET project. As part of this initiative, UDOM cultivates and reinforces relationships with the private sector and industry.

This collaborative approach aims at aligning the University's programmes with labour market demands and national development goals and facilitating knowledge transfer, skills development, and employment opportunities for graduates.

Through these partnerships, UDOM seeks to enhance the employability and entrepreneurial skills of its graduates while increasing the relevance and impact of its research and innovation. To support these efforts, UDOM has established its Industrial Advisory Committee and developed Guidelines for University Industrial Linkages. These initiatives reflect UDOM's commitment in ensuring that its academic programmes and research remain responsive to the evolving needs of Tanzanian and global communities.

By enhancing institutional collaborations and industry partnerships, UDOM positions itself as a forward-thinking university that drives socio-economic progress in Tanzania and beyond.



STRENGTHENING UTILISATION OF ICT

The University of Dodoma Embraces Digital Transformation through HEET Project

In an era defined by unprecedented challenges, such as those brought about by the COVID-19 pandemic, UDOM remains committed to advancing learning and building resilience. The HEET Project has played an important role in this mission: transforming academic programmes and enhancing UDOM's capacity to deliver effective online learning. By leveraging technology, the HEET Project enables UDOM strengthens its digital learning environment and adapt swiftly to unforeseen circumstances.

Digital Transformation of Academic Programmes

The HEET Project supports UDOM in converting traditional campus-based academic programmes into digital formats designed for both distance learners and self-paced on-campus study. This ensures students have access to quality education regardless of their physical location.

To further this digital transformation, the project focuses on establishing cutting-edge ICT infrastructure and procuring advanced equipment to support efficient and effective online learning. Customisation of UDOM's Learning Management System (LMS) is another significant milestone. The enhanced LMS provides a seamless platform for course delivery, student engagement, and assessment; this greatly improves the overall learning experience.

Additionally, the HEET Project invests in capacity-building for delivery of Open and Distance Learning (ODL) programmes. Faculty members receive training on innovative online teaching strategies, ensuring they are well-equipped to deliver high-quality digital education.





ICT technical team inspecting Fiber infrastructure installed under HEET Project.

Enhancing Administrative Operations

Beyond academics, the HEET Project streamlines UDOM's administrative operations. Improved Online Admission Systems (OAS) and Student Records Management Systems (SR2), Research Management System and Staff Portal enhance administrative efficiency.

To ensure reliable connectivity for uninterrupted online learning, the HEET Project has also spearheaded the redesigning, installation, and rehabilitation of UDOM's intranet and Local Area Network (LAN). High-performance computing servers have been procured, installed, and configured to support data-intensive research and administrative tasks. Furthermore, the development of UDOM's ICT enterprise architecture under the HEET Project provides a robust framework for administrative and operational functions.

A Transformative Vision

The HEET Project is revolutionising UDOM's educational and operational landscape, positioning the University to adapt to the evolving digital era while maintaining its commitment to quality education. By integrating technology into its core functions, UDOM ensures resilience and readiness to overcome challenges and provide students with an education that meets the demands of a dynamic global environment.



GENDER AND INCLUSIVITY

UDOM Strengthens Support for Students and Staff with Special Needs through HEET Project



The Gender and Inclusive Education component of the HEET Project at UDOM seeks to enhance support services for students and staff with special needs. This initiative emphasises the promotion of inclusivity and diversity within the university community. Since its inception, the project has made significant progress by implementing various activities aimed at enhancing inclusivity and gender equality. A designated space for Special Needs Resource Centre has been identified, and the necessary devices and furniture required to support the resource center have been procured.



Prof. Lughano J. M. Kusiluka in conversation with one of the students with disabilities as he distributes items to promote inclusivity

To ensure effective support for students with special needs, staff have undergone training through Training-of-Trainers (ToT) on identifying and offering appropriate support. Additionally, a draft special needs policy has been prepared to guide the University's efforts in this area.

To raise awareness and educate the university community, an awareness seminar was organised through HEET Project to inform UDOM staff and students about the counseling services available to individuals with disabilities and special needs. Furthermore, the project has developed Grievances Redress Mechanism guidelines to address concerns raised by students and staff.



Some students with disabilities pose for a photo with the UDOM HEET implementation team and top management of the University of Dodoma

Recognizing the importance of gender equality, the HEET Project has facilitated sensitisation sessions for primary and secondary schools female students on STEM (Science, Technology, Engineering, and Mathematics) disciplines. These sessions have reached more than 8,999 students across regions including Dodoma, Iringa, Singida, Manyara, Lindi, Pwani, Mbeya, Songwe, Simiyu, Geita and Kigoma.



HEET Project Gender Focal Person Dr. Lilly Makaranga intriducing STEM sensitisation mission



STEM sessions in pictures



To further strengthen gender-related support, the project has facilitated training for gender champions: gender focal persons and gender desk committee members. This training aims to enhance their capacity to address gender-based violence and other forms of sexual harassment. Moreover, the procurement of furniture for the Gender Desk is in progress.

Through these comprehensive initiatives, the HEET Project at UDOM is advancing the creation of a gender sensitive and a more inclusive and equitable learning and working environment for students and staff.

HEET Project Management and Coordination

The University of Dodoma remains steadfast in its commitment to managing, monitoring, and coordinating the HEET Project. By prioritising efficiency and effectiveness, UDOM has achieved significant milestones in the project administration. Below are the key highlights:

■ Establishment of a Dedicated HEET Office

UDOM has established a dedicated office to oversee all HEET project activities, ensuring streamlined coordination and management.

■ Procurement of Essential Resources

The University has procured essential furniture, ICT equipment, and two vehicles to facilitate smooth execution of project-related activities.

■ Capacity Building for Project Management

Members of the UDOM Project Implementation Unit (UPIU) have undergone rigorous training in project management, equipping them with the necessary skills and knowledge to effectively oversee project operations.

The UPIU has received specialised training on the project's result indicators to ensure accurate data collection, monitoring and evaluation



Construction contract and site operation training in progress

■ Specialised Training for Construction Contract and Site Operations Management

Technical departments, including Estate, Finance, Procurement, Monitoring and Evaluation, and Project Management team have participated in extensive training on contract management, site operations, dispute resolution, and claims handling.

Through the implementation of these strategic initiatives, UDOM demonstrates its unwavering commitment to effective project management. These efforts not only ensure the successful execution of the HEET Project but also create a positive and lasting impact on the entire university community.



**UDOM HEET PROJECT OFFICE
COLLEGE OF HUMANITIES AND SOCIAL SCIENCES,
3 SOCIAL STREET,
41218 IYUMBU, DODOMA.**

