



UNITED REPUBLIC OF TANZANIA
MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY
UNIVERSITY OF DAR ES SALAAM
DAR ES SALAAM UNIVERSITY COLLEGE
OF EDUCATION



**SPORTS, GAMES AND RECREATION POLICY AND OPERATIONAL
PROCEDURES**

NOVEMBER, 2023

Foreword

Sports, games and recreational activities are essential components of development and promotion of health, comradeship and spirit of competition which have positive impacts on overall development and personality amongst students and staff. The College aims at enabling students and staff to excel in various sports and by providing ample opportunities to participate in sports within the campus and beyond. To that end, the College maintains relevant infrastructure and facilities such as lawn tennis court, basketball courts, table tennis, netball, volleyball and football fields hence extra-curricular activities such as sports are promoted as integral part of education system in the College. The involvement of students and staff in these activities can potentially contribute to their overall personality development.

For some years now, the College has been using general administrative principles to decide on sports issues. As a result, some complaints on sports conduct from students and staff have been common. Therefore, in this policy, a range of issues related to sports have been addressed. The coverage includes, but is not limited to, participation eligibility, sport facilities and equipment, recruitment and training, health and safety, sports events, gender in sports, sports management as well as sports awards. Well stated statements and their operational procedures in this Policy are expected to provide the required guidance to the College on sports, games and recreational activities.

Prof. Stephen Oswald Maluka
Principal
November, 2023

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The development of the College Sports, Games and Recreation Policy and its Operational Procedures has been a joint effort. I would like to acknowledge the contribution of the Team members, namely Dr. Saning’o Sangeti, Dr Samwel Mhajida, Dr. Bubelwa Ishengoma, Ms. Salama Mtangoo, Ms. Natu Msuya, Mr. Ilumbo Chinyuli and Mr. Jacob Dibogo. The Team worked tirelessly in the development of this Policy and its Operational Procedures, including consultation with key stakeholders’ inputs and presentation of the Policy in various College participatory organs. Furthermore, I would like to acknowledge the input of all College staff and other stakeholders who took their precious time going through the drafts and provided their valuable inputs for improvement of the Policy.

I would also like to acknowledge the contribution of the College Principal, Prof. Stephen Oswald Maluka, for his guidance and insights as the overall College leader. In the same vein, I acknowledge the contribution of Dr. Christina Raphael Isingo, the Deputy Principal (Academic, Research and Consultancy), for providing inputs related to her areas of jurisdiction. Her inputs have made the Policy more relevant and acceptable in terms of its applicability.

I take this opportunity to urge all members of the College community to read the Policy and ensure its implementation. I also urge all relevant College Units and Departments with the mandate to implement the Policy to make sure the Policy is implemented in order to achieve the College goals, objectives and the core mission and vision.

Prof. Method Samwel Semiono

Deputy Principal (Planning, Finance and Administration)

November, 2023

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List of Abbreviations and Acronyms

DTC	Dar es Salaam Teachers' College
DUCE	Dar es Salaam University College of Education
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
UDSM	University of Dar es Salaam
SHIMMUTA	Shirikisho la Michezo ya Mashirika ya Umma na Binafsi Tanzania
TUSA	Tanzania Universities Sports Association
TCU	Tanzania Commission of Universities
UMISSETA	Umoja wa Michezo ya Shule za Sekondari Tanzania
UMITASHUMTA	Umoja ya Michezo na Taaluma katika Shule za Msingi Tanzania
WHO	World Health Organisation

Definition of Key Terms

Doping	Means the use of substance or technique to illegally improve athletic performance.
Games	Means a competitive activity or sport in which players contend with each other according to the rules agreed upon by all participants.
Post Exposure Prophylaxis	Means short course of HIV medicines taken very soon after a possible exposure to HIV to prevent the virus from taking hold of one's body.
Recreational Activities	Means activities done for enjoyment; for example, running, camping, cycling, swimming, walking, playing games and dancing.
Sports	Include all forms of physical activities, which through casual or organized participation aim at improving physical fitness and mental wellbeing, forming social relationships or obtaining results in competition at all levels.

CHAPTER ONE

1.0 INTRODUCTION AND BACKGROUND INFORMATION

The genesis of the Dar es Salaam University College of Education (DUCE) can be traced back to 1965, when it was established as the Dar es Salaam Teachers' College (DTC). DTC was transformed to a Constituent College of the University of Dar es Salaam (UDSM) through the Government Notice No. 202 published on 22nd July 2005, under Section 55(1) of the University of Dar es Salaam Act No. 12 of 1970. The Order came into operation on 1st September 2005. The College is located on Plot 324 and 325 Block T" at Chang'ombe in Temeke Municipality, Dar es Salaam Region, about 5 Kilometres from the City Centre via Kilwa Road.

The College comprises both academic and administrative members of staff. By June 2023, the total number of College staff was 577, out of which 248 were females (43%) and 329 were males (57%). The enrolment of undergraduate students has constantly increased during the past 16 years. The enrolment increased from 529 in 2005/2006, during the establishment of the College, to 5,741 in 2022/2023. By June 2023, the enrolment of postgraduate students stood at 151. Among the enrolled students, there were 53 students with special needs. The College population also includes 110 pre-school children in the nursery school with aged between four and five years, 942 pupils in the primary school and 568 students in the secondary school. Therefore, the population of the College, which was 7,464 as at June 2023, needs to be healthy in order to spearhead the achievement of the objectives of the College. The College has various infrastructure and facilities such as lawn tennis courts, basketball courts, table tennis, baseball facility for blind as well as netball, volleyball, handball and football fields. The facilities are intended to enable students and staff to participate in different sports, games and recreational activities. Over the past years, the College has been represented in various sports by staff and students including national and international competitions, including those organized by TUSA, SHIMMUTA, UMITASHUMTA and UMISSETA.

Although the primary functions of the College are teaching, research and consultancy services, it is important to realize the value of sports and recreation in promoting competitive spirit and good fellowship, good health and well-being of students and staff and community members at large. The College is, therefore, committed to promoting a variety of competitive sports and recreational activities and encouraging students, staff and the general public to participate in these activities.

Recently, there have been unprecedented campaigns for sports, games and recreational activities from different stakeholders outside the education system. Medical experts, for instance, recommend daily physical activities as an important means of preventing heart

diseases, obesity, diabetes, and high blood pressure etc. Nutritionists, on the other hand, prescribe a combination of diet and exercises for weight control. Also, Mental Health Experts encourage physical activities as a means of releasing tension. Further to that, Recreation Leaders use sports and games to fill leisure hours, to release stress and to relax. Based on these campaigns and the value that sports offer, games and recreational activities add to human life, and the community, including the College, has given priority to sports, games and recreational activities. The College has also experienced growth in the popularity of walking, running, aerobics and weight management training. Also, it has hosted other sports, games and recreational activities.

Indeed, sport is an ideal school of life. The legendary phrase "*mens sana incorpore sano*" (a healthy mind is a healthy body) remains the realistic noxious that makes games, sports and recreation activities an inseparable and integral part of general education. The skills learned through sports, games and recreational activities are fundamental to holistic development of young people and maintenance of the health of the mid-aged and aged people, who imbibe the importance of certain key values in life.

Sport, games and recreational activities, undoubtedly have become one of the modern society's most prominent, pervasive, pre-eminent and powerful social institutions. It is indeed one of the fastest growing industries in the world (believed to be second to ICT), and have tremendous influence on socio-economic and political life in the modern society. It is in the light of this that the College has decided to consider sports, games and recreation as an integral part of its academic agenda. It is because of such importance that the College established a unit for coordination of sports, games and recreational activities. This focus on sports, games and recreation is to be realized through strengthening their coordination to deliver quality services and preparing and implementing a Sports Strategic Plan that will serve as a roadmap in ensuring quality education, increased productivity, good citizenship and best performance in sports, games and recreational activities.

1.2 Legal and Policy Context

This Policy is anchored to the provisions of the existing policies and legal frameworks, which include:

- i. TCU Handbook for Standard and Guidelines for University Education in Tanzania 2019 that provides standards for various sports facilities in Colleges and Universities;
- ii. TUSA Sports Policy 2015 which insists universities to develop and implement sports and games policy;
- iii. DUCE Students Welfare Policy 2023 that emphasizes quality and effective students' welfare services including games and sports;

- iv. DUCE Health Service Policy 2022 that stresses the importance of physical activities in the prevention of Non-Communicable Diseases; and
- v. DUCE Gender Policy (2023) that emphasizes the College to ban all discriminatory practices, procedures and rules, including in sports, games and recreational activities.

1.3 Rationale

Regular involvement in sports, game and recreation is fundamental for psychophysical health and wellness at all stages of life, and plays essential role in the prevention and treatment of Non-Communicable Diseases. To promote active and healthier societies, WHO launched a programme in June 2018 titled "More active people for a healthier world." The College dispensary in its 2022/2023 annual report indicated that the number of staff and students diagnosed with Non-Communicable Diseases has been increasing steadily. One of the major causes of the increase is the sedentary lifestyle among staff and students. Lack of clear guidelines to encourage and support engagement of staff and students in sports, games and recreation may have contributed to the observed patterns.

In addition, sports, games and recreational activities provide an important avenue for education and socialization as well as valuable opportunities for personal enjoyment, social contacts and integration. There is a sense of belonging that comes with participating in sports, games and recreational activities as part of a team, as well as a significant boost in self-esteem. It is also where many important social skills are learned, including acceptance of others, support of peers, and instilling values of competition. However, participation of staff and students in various social gatherings, sports and games may have been hampered by lack of clear guidelines.

Also, the College staff and students have been representing the College in various sports, games and recreational activities including national and international competitions. However, the important role of the College in coordinating and supporting these activities policy-wise has been missing. This might bring about misconceptions, misuse and multi-practice in decision making in respect of sports, games and recreation matters. Therefore, this Policy and its Operational Procedures is expected to not only provide a framework for engagement of staff and students in various sports, games and recreation but also enable the College to comply with government directives in regard to sports, games and recreational activities.

Further to that, the College has various sports, games and recreation facilities that are used by students, staff and sometimes hired by outside community and institutions. Also, the College has teams for various sports, games and recreational activities ranging from pre-school and primary school pupils to secondary school and College students as well as members of

staff. However, the management of the facilities and recruitment to teams is not clearly stipulated in any College documents. Thus, there is a need to have a clear guiding policy on sports, games and recreation matters.

Lastly, the College has a complex organizational structure in sports, games and recreational activities. In particular, there is a Unit in the Directorate of Administration and Human Resource Management that deals with staff welfare, including sports, games and recreational activities. Also, there is a section in the Directorate of Student Services that handles students' welfare, including sports, games and recreational activities. Moreover, each demonstration school has a teacher responsible for sports, games and recreational activities for students and school staff. This makes the management and coordination of sports, games and recreational activities at the College very complex. Such complexity can only be well addressed in the presence of a clear guiding policy and operational procedures. It is on this basis that the College has developed this Sports, Games and Recreation Policy and its Operational Procedures.

1.4. Vision

To become an excellent higher learning institution in the provision of inclusive and equitable quality sports, games and recreational activities for sustainable development.

1.5. Mission

To provide, promote and coordinate the provision of inclusive and equitable quality and sports, games and recreational activities for mental, social, economic and physical well-being and life-long learning.

1.6 Objectives

1.6.1 General objective

To provide a framework for effective implementation of safe and inclusive games, sporting and recreational activities at all levels of the College Community.

1.6.2 Specific Objectives

The specific objectives are to:

- i. Establish a framework that gives clear guidelines on the management and coordination of sports and games;
- ii. Encourage participation in sports and games amongst students and staff regardless of age, gender and disability in order to promote health and wellness;
- iii. Instill values of cooperation, discipline, fair play, love and identity among members of the College community;

- iv. Develop and improve knowledge and practice of sports, games and recreation in the interest of the holistic development of the individual and enjoyment by the public at large;
- v. Strive to attain excellence in sporting competition, develop institutional and national pride, patriotism and enhance goodwill among institutions;
- vi. Ensure provision and management of equipment and facilities for sports and games in order to encourage staff and students to participate in sports and recreational activities; and
- vii. Use sports and games as a means of marketing the College activities and enhancing its visibility to create opportunities for income generation.

1.7 Scope of the Policy and Operational Procedures

This Policy and its Operational Procedures is applicable to Sports, Games and Recreational activities that involves College staff, students and other sports stakeholders.

CHAPTER TWO

2.0 MAJOR AREAS, ISSUES, POLICY STATEMENTS AND STRATEGIES

The present chapter describes in details the major policy areas, situational analysis, policy statements and strategies for implementation of this policy and its operational procedures.

2.1 Participation Eligibility

2.1.1 Situational Analysis

Regular involvement in sports, games and recreational activities is fundamental for good health and wellness at all stages of life. It is also a means of promoting friendship, fair play, good character, employment, integrity and cooperation among staff, students and other co-participants. However, the number of students and members of staff who take part in various sports, games and recreational activities within and outside the College is small. This may be attributed to the lack of awareness about the importance of sports, limited and poor quality of sports, games and recreation facilities, as well as over-stretched teaching timetable that denies members of staff and students time for sports, games and recreation.

2.1.2 Policy Issue

Low participation of staff and students in sports, games and recreational activities.

2.1.3 Policy Statement

The College shall ensure conducive environment to promote involvement and participation of all groups of its staff and students in sports, games and recreational activities.

2.1.4 Strategies

The College shall:

- i. Ensure the College community is sensitized on the importance of sports, games and recreation for health and life in general;
- ii. Give priorities to sports, games and recreation and consider them an integral part of the College programmes, hence, set aside at least a day in a week for these events;
- iii. Conduct at least two sports and games Bonanzas per year; one for students and one for staff;
- iv. Slot a sports and games day during first semester for identification of talents and skills;
- v. Ensure staff and students participating in tournaments are provided with necessary support;
- vi. Involve students' and staff associations and major departments in encouraging all its members to take part in various sports, games and recreational activities; and
- vii. Ensure that through their units, females and people with special needs are motivated to participate in sports, games and recreational activities.

2.2 Facilities and Equipment

2.2.1 Situational Analysis

Provision of sports, games and recreational facilities and equipment is fundamental to development and achievements in sports, games and recreation, which, in turn, helps in influencing attitudes, commitments and success of related programmes. The College has embarked on building and purchasing modern equipment and facilities for sports, games and recreational activities in order to attract many staff and students to engage in sports, games and recreational activities. These facilities require regular maintenance in order to make them usable all the time, long lasting and beneficial to the College Community members. However, the College has inadequate management and maintenance plans for its facilities and equipment.

2.2.2 Policy Issue

Inadequate management and maintenance plan for sports, games and recreational facilities and equipment.

2.2.3 Policy Statement

The College shall ensure provision of adequate sports, games and recreational facilities and maintain their facilities and equipment.

2.2.4 Strategies

The College shall ensure:

- i. Maintenance plan for sports, games and recreational facilities is prepared annually;
- ii. Renovation of these facilities is carried out according to the plan;
- iii. Provision of funds for purchasing and maintaining sports, games and recreational facilities and equipment;
- iv. Participants are provided with sports, games and recreational attires and other equipment and return them after use;
- v. Sanctions are imposed to anyone who misuses or loses sports, games and recreational equipment; and
- vi. Procurement of standard gender-sensitive sports, games and recreational equipment.

2.3 Recruitment and Training

2.3.1 Situational Analysis

The success of the College sports, games and recreational activities relies on its ability to attract the best coaches and trainers who will be committed to providing high quality programmes and services to the community. Thus, to support the achievement of the objectives of excellence in sports, games and recreation, employment of coaches and trainers must focus on qualified applicants. Currently, the College has four permanent sports tutors responsible for training both students and staff. Specific sports and games require coaches

and trainers to have specific skills on particular areas. However, three of the available coaches at the College have specialized in football and one in netball. Given the spectrum of sports and games engaged by the College staff and students, the available coaches are unable to meet the diverse needs of special groups and all types of sports and games across the College.

2.3.2 Policy Issue

Insufficient coaches and trainers to meet specific requirements for various sports, games and recreational activities.

2.3.3 Policy Statement

The College shall recruit adequate number of qualified sports, games and recreational trainers and coaches for different sports, games and recreational activities.

2.3.4 Strategies

The College shall:

- i. Hire on part time basis coaches and trainers in order to fulfill the College needs;
- ii. Have in place staff development programmes for sports, games and recreation trainers and coaches; and
- iii. Give opportunity to the College staff and students with qualified training to be part of trainers and coaches for sports, games and recreational activities.

2.4 Gender in Sports, Games and Recreation

2.4.1 Situational Analysis

The College aspires to have a community without gender discrimination in all matters pertaining to its welfare and academics. Therefore, the College seeks to accommodate equity and interests of all genders in sports, games and recreational programmes. Despite this expectation, participation of female students and staff in sports, games and recreational activities at the College is negligible due to the lack of awareness and inadequate gender sensitive facilities, equipment and protective gear.

2.4.2 Policy Issue

Lack of equity and equality in sports, games and recreational activities.

2.4.3 Policy Statement

The College shall strengthen gender equity and equality among students and staff in sports, games and recreational activities.

2.4.4 Strategies

The College shall:

- i. Ensure equal access to sports, games and recreation regardless of gender;
- ii. Increase involvement and participation of women in sports, games and recreational activities by offering special awards, involvement in decision making, and appointment or election to leadership positions;

- iii. Ensure planning, design and management of facilities meet specific needs of both men and women in the College sports, games and recreational activities;
- iv. Ensure equal representation in gender-neutral sports;
- v. Ensure female students are accompanied by female staff while participating in games outside campus;
- vi. Facilitate equal participation of male and female students and staff in sports events, representation in sports, games and recreation management and decision-making bodies; and
- vii. Provide gender sensitive sports infrastructure, facilities and equipment for enjoyment.

2.5 Special Needs and Sports, Games and Recreation

2.5.1 Situational Analysis

The College community comprises people from different cadres who differ with respect to their needs. Despite these differences, the conduct and implementation of sports, games and recreational activities will purely be based on the principles of inclusion. However, the College has inadequate friendly infrastructure and skilled personnel to accommodate students and staff with special needs. Hence, it may be difficult for the College to identify, serve and engage people with special needs.

2.5.2 Policy Issue

Unconducive environment for people with special needs to participate in sports, games and recreational activities.

2.5.3 Policy Statement

The College shall commit itself to the principle of equal opportunity for all and shall aspire to have a community which is inclusive in all matters pertaining to sports, games and recreational activities.

2.5.4 Strategies

The College shall:

- i. Provide facilities to students and staff with special needs to enable equal opportunities and access to sports and recreational facilities;
- ii. Organize sports, games and recreational championships for students and staff with special needs;
- iii. Involve students and staff with special needs in various committees for sports, games and recreational activities where necessary;
- iv. Give individuals with special needs leadership roles during training to increase their self-confidence;

- v. Plan and design appropriate and adequate facilities, equipment and supplies that will cater for the needs of individuals with special needs within the College;
- vi. Organize awareness programmes for non-disabled students on how to integrate special needs students in sports, games and recreational activities;
- vii. Facilitate availability of specialized personnel to coach people with special needs where necessary; and
- viii. Ensure special facilitation of participants with special needs by availing friendly equipment and facilities, and deploying special trainers.

2.6 Sports, Games and Recreation Schedule

2.6.1 Situational Analysis

The College recognizes that sports, games and recreational activities enable individuals and institution to seize opportunities so as to attain both institutional and individual goals if offered with regularity. Therefore, it is very important to have a day to day arrangement of activities which should be recognized and achieved. However, there are two main constraints to regularity, namely fiscal constraints and lack of training schedules for the College teams. Also sports, games and recreational activities are not slotted in the College timetable.

2.6.2 Policy Issue

Inadequate comprehensive and inclusive timetable for sports, games and recreational activities.

2.6.3 Policy Statement

The College shall ensure sports, games and recreational events are scheduled in the College timetable.

2.6.4 Strategies

The College shall ensure:

- i. The Coordinator of Sports, Games and Recreational Activities in collaboration with Game Tutors coordinates sports, games and recreational events at different levels within the College and outside; and
- ii. The coordinator of Sports, Games and Recreational Activities prepares sports, games and recreation timetable for the whole year.

2.7 Marketing and Visibility

2.7.1 Situational Analysis

Sports, games and recreational events bring people together and enhance interactions and socialization. Hence, the events become an important avenue for marketing and promoting any product worldwide. Thus, institutions, corporations and companies use sports, games and recreational activities and related events to brand, promote and market their products. The

College has gained coverage through participating in various sports, games and recreational events organized by local and international organizations.

As of current, any staff or student can give or post any information regarding sports, games or recreational activities organized at the College. Furthermore, the Marketing and Communication Unit or other relevant authority gives no Official press release regarding sports, games and recreational activities. There is, therefore, little efforts made so far to see that proper coverage is given through print and electronic media on important sports, games and recreational events at the College.

2.7.2 Policy Issue

Inadequate utilization of sports, games and recreational events to brand, promote and market the College services.

2.7.3 Policy Statement

The College shall ensure sports, games and recreational activities are effectively used to brand, market, and promote College academic programmes and services.

2.7.4 Strategies

The College shall:

- i. Ensure sports, game and recreational events and advertisements are designed to include various College programmes and disseminated through the media;
- ii. Involve media in planning and organizing sports, games and recreation events;
- iii. Use digital media such as social networks and websites to publicize College sports, games and recreation events;
- iv. Encourage excellent performance of its teams in sports, games and recreational competitions in order to promote the College visibility;
- v. Ensure engagement of marketing personnel in sports, games and recreational events;
- vi. Ensure proper timing of the content dissemination to the targeted audience; and
- vii. Ensure participation in local and international sports, games and recreational tournaments.

2.8 Financing and Sponsorships

2.8.1 Situational Analysis

Many sports, games and recreational practitioners believe that success and sustainability of any sport, game and recreation programme depend, to a large extent, on the availability of human and financial resources. Financial resources are crucial because they are needed for purchasing equipment and supplies for sports, games and recreational activities along with meeting training and competitive needs. However, the College has not been receiving adequate funds to run her businesses; sports, games and recreational activities inclusive.

2.8.2 Policy Issue

Inadequate funding to support development of sports, games and recreational activities.

2.8.3 Policy Statement

The College shall solicit sufficient funds for development of sports, games and recreational activities.

2.8.4 Strategies

The College shall:

- i. Collaborate with local and international institutions for support in terms of both financial and human resources;
- ii. Ensure budget allocation for sports, games and recreational programs in each financial year;
- iii. See the possibility to factor contribution for sports, games and recreation on each registered student direct cost;
- iv. Assess games, sports and recreational events and make sure that the College participates fully in few events instead of participating partially in many events;
- v. Collaborate with staff and students' associations to organize fund raising for sports, games and recreational programmes;
- vi. Engage stakeholders in funding sports, games and recreation activities organized by the College; and
- vii. Allow outside users to hire College sports, games and recreational facilities and equipment.

2.9 Awards and Award Utilization

2.9.1 Situational Analysis

Incentives and rewards are fundamental to motivating individuals who achieve high levels of performance. This demonstrates appreciation and gratitude to all participants in sports, games and recreation. Incentives such as awarding certificates, trophies and money to staff and students with outstanding performance is vital for motivating and attracting more staff and students to participate in sports, games and recreational activities. The College has at times been coordinating recognition events for students and staff who represent the College in sports, games and recreation. However, reward and incentives are exclusively within the discretion of the College Management as there are no clear guidelines for awarding outstanding performances in sports, game and recreation at the College. Also, the College has been participating in various sports, games and recreation competitions where awards are offered to winners. However, the use or distribution of the awards acquired by the College in such competitions is not clear.

2.9.2 Policy Issue

Inadequate guidelines for awarding outstanding performance in sports, games and recreation and utilization of the awards acquired in external competitions.

2.9.2 Policy Statement

The College shall provide incentives and awards for outstanding performance in sports, game and recreation and ensure utilization of the awards acquired in external competitions is clear and transparent.

2.9.3 Strategies

The College shall:

- i. Have an award committee whose responsibilities is to identify and make known the categories of awards;
- ii. Organize annual award-giving events (e.g. Sports, Games and Recreation Gala);
- iii. Award individuals and teams that perform well in different competitions accordingly;
- iv. Ensure that the awards acquired from external games are distributed to the team members and huge share given to players with outstanding contribution to the victory;
- v. Include in the College annual budget awards and honors in sports, games and recreation; and
- vi. Ensure the awards acquired from external games are also be used to purchase sports equipment, sports gear, develop facilities or training.

2.10 Health, Safety and Risk Management

2.10.1 Situational Analysis

Sports, games and recreational events have significant contribution to the improvement of one's daily life, health and fitness. However, participating in sports, game and recreational events cannot be described without emphasizing the risks involved. Most activities related to sports, games and recreation always have some levels of risk even after putting reasonable precautions in place. Risks can be knowable, acceptable, foreseeable, and even desirable depending on the kind of sport, game or event. Risk management is the process of systematically eliminating or minimizing the adverse impact of all activities, which may give rise to injurious or dangerous situations. Over the past decade, the College has been organizing and participating in various sports, games and recreational competitions, but very rarely, has there been a concerted attempt by the College to carry out risk management in an organized and systematic way. Likewise, the College has never created among its staff, volunteers and members' awareness of the importance of risk management. This could be because the College lacks policies and standards that promote safe programmes in safe facilities, overseen by qualified personnel and trained volunteers.

2.10.2 Policy Issue

Inadequate effective strategies for management of the risks associated with sports, games and recreational activities.

2.10.3 Policy Statement

The College shall ensure the risks associated with sports, games and recreational activities are effectively managed.

2.10.4 Strategies

The College Shall:

- i. Encourage regular health check-ups among its staff and students;
- ii. Ensure that all participants undergo at least one medical examination per year;
- iii. Ensure a variety of health related physical activities are performed;
- iv. Ensure disciplinary measures are taken against any staff and/or student that misbehaves during sports, games and recreational activities;
- v. Ensure the availability of medical experts in various major sports, games and recreational events;
- vi. Encourage its staff and students to have health insurance;
- vii. Ensure coaches, trainers and all other sports, games and recreation instructors are trained on safety measures, risk management and first aid;
- viii. Ensure courts and pitches are kept clean and safe during sports events;
- ix. Ensure security is provided during all major sports and games tournaments at the College;
- x. Ensure availability of a physician in all sports, games and recreation activities;
- xi. Provide admission forms that include a section for applicant's medical history; and
- xii. Purchase and utilize equipment that is fully certified to offer the best protection for the staff and students.

2.11 Doping Control

2.11.1 Situational Analysis

Doping is now a common challenge facing the sports, games and recreational industry around the world. Although the problem has been more associated with the athletics, it can happen in any other sport, game or recreational activity that requires physical strength and skills. Apart from enabling people to compete and win unfairly, doping can cause short or long-term health effects to players.

2.11.2 Policy Issue

Inadequate strategies to control doping in sports, games and recreational events.

2.12.3 Policy statement

The College shall discourage and prohibit staff and students from using forbidden substances in sports, games and recreation.

2.11.4 Strategies

The College Shall:

- i. Facilitate random drug testing in any competition and during training sessions;
- ii. Alert and sensitize staff and students about the dangers of doping in regard to their health, personal careers and the reputation or image of the Institution and the nation;
- iii. Regularly obtain and circulate lists of drugs that are banned;
- iv. Take appropriate action against staff or students who test positive for banned substances in accordance with the College by-laws as well as other national laws; and
- v. Withdraw any rewards or benefits from staff and students whose entitlement was a result of doping.

CHAPTER THREE

3.0 IMPLEMENTATION, MONITORING AND EVALUATION

Effective implementation of this Policy depends on the mechanisms and plans which shall be set by the College Management in order to have a positive effect among the College Community. For successful implementation of this Policy, the College community should be adequately involved. It should be noted that this Policy shall be implemented in line with other College and Government guidelines and policies as issued from time to time.

3.1 Implementation

For effective implementation of this Policy, there shall be established Sports, Games and Recreation Unit responsible for coordination of sports, games and recreation activities in liaison with the Director of Administration and Human Resource Management and the Dean of Students for matters related to staff and students respectively as shown in Appendix I. The Unit shall be headed by the Coordinator of Sports, Games and Recreation who will take the lead in ensuring that this Policy is communicated and implemented.

3.1.1 Roles of Coordinator of Sports, Games and Recreation

The roles of the Coordinator of Sports, Games and Recreation shall include to:

- i. Liaise with Director of Administration and Human Resource Management and Dean of Students to handle staff and students' games and sports respectively;
- ii. Ensure participation of staff and students in sports, games and recreation events for health and increased work performance;
- iii. Prepare implementation plans and monitor the adherence to the Policy.
- iv. Ensure the College has competing and winning teams in various sports, games and recreation events in which the College participates;
- v. Mobilize funds for games, sports and recreation activities from various stakeholders and funders;
- vi. Ensure safe custody of all College sports, games and recreation facilities and equipment;
- vii. Plan and organize all College sports, games and recreational activities;
- viii. Develop working strategies for participation of students and staff with special needs in sports, games and recreation at the College and ensure their execution;
- ix. Seek partners in College sports, games and recreation activities and oversee implementation of the signed agreements and Memorandum of Understanding related to sports, games and recreation at the College;

- x. Assist in advising Estates and Works Unit on sports, games and recreation infrastructure;
- xi. Promote sports, games and recreational activities among staff and students; and
- xii. Perform any other duty as may be assigned by relevant College authorities.

3.1.2 Roles of Sports and Games Tutor

Sports and Games Tutors will have to play active roles in initiating and running various training and coaching programmes at the College. With respect to staff and students, it is expected that they will be active players in different sports and games if and when the different role players mentioned above play their roles effectively. Additionally, they shall be responsible for:

- i. Taking charge of play grounds sports and equipment;
- ii. Assisting in physical education at elementary stage;
- iii. Advising Estates and Works Unit on infrastructure of play grounds;
- iv. Assisting the Coordinator in promoting sports, games and recreational activities among staff and students; and
- v. Performing any other related duties as may be assigned by the coordinator.

3.1.3 Roles of Faculties, Directorates and Departments

The management of faculties, directorates and departments shall be responsible for encouraging their staff members to participate in sports and games.

3.1.4 Facility Manager

All sports, games and recreational facilities need to be supervised so that they remain in a good condition or repaired when needed. There shall be a Sport, Games and Recreation Manager whose roles include to:

- i. Develop maintenance schedules based on user needs;
- ii. Ensure sports, games and recreational facilities are well maintained and prepared, in line with departmental standards and goals;
- iii. Perform scheduled and unscheduled inspections of all facilities for proper maintenance, preparation and cleanliness;
- iv. Prepare and monitor scheduling of practice sessions;
- v. Troubleshoot a variety of operational and event management/user group problems, such as handling conflicts, equipment failure, and other facility maintenance issues;
- vi. Give recommendations for replacement of sports, games and recreational equipment and needed materials; and
- vii. Prepare correspondences, reports and other necessary documents.

3.2 Player/Team Selection Committee

To facilitate selection of players/teams to represent the College in tournaments, there shall be a Team Selection Committee comprising the Coordinator of Sports, Games and Recreation, sports and games tutor, medical officer, coaches of relevant sports, games or recreations, Director of Administration and Human Resource Management, Dean of Students, representatives of demonstration schools and captains of respective teams. The following criteria shall be used to select suitable players:

- i. Fitness level;
- ii. Game specific ability;
- iii. Bonafide staff/ student;
- iv. Sporting spirit;
- v. Achievement in previous tournament;
- vi. Training attendance and performance in practice sessions;
- vii. Good knowledge of specific sport and tactics;
- viii. Psychological preparedness; and
- ix. Team spirit.

3.3 Disciplinary Matters

- i. Any violation of rules and regulations by an individual or team shall be liable to disciplinary actions. Disciplinary matters related to player, coach, manager, coordinator of sports, trainers e.tc. that may occur due to eligibility norms, participation in coaching camp or participation in tournaments will be dealt with by a disciplinary committee to be formed at the venue/ college;
- ii. The subcommittee in-charge of competition shall decide on the nature of the action to be taken after due enquiry, and shall inform the Coordinator of Sports and Games Unit, who in turn, if need be, shall communicate the decision to the College Disciplinary Committee; and
- iii. The College committee shall review the matter upon hand and decide on the action to be taken basing on available evidence and if need be, shall communicate the decision to the relevant authority for necessary action.

3.4 Award Committee

There shall be an Award Committee whose responsibilities shall include identification and communication of the categories of awards. The Committee shall be composed of Games tutor, Dean of Students, Director of Administration and Human Resource Management, Representatives from demonstration schools, Finance Manager and Coordinator of Sports and Games.

3.5 Reporting

The Coordinator of Sports, Games and Recreation shall:

- i. Prepare annual action plans for implementation of this Policy; and
- ii. Prepare and submit quarterly reports to the College Health Committee for review and submission to the College Governing Board through relevant Board Committees.

3.6 Monitoring and Evaluation

Monitoring and Evaluation of this Policy shall be necessary for effective and efficient implementation. Different organs involved in the policy implementation have to be consistently monitored in order to assess progress in addressing the various aspects of the policy. The findings from the evaluation have to be reported to relevant organs for remedial purposes in order to improve the implementation of the policy. Therefore, the College Management shall ensure that Monitoring and Evaluation plan for Sports, Games and Recreational activities is set and feedback provided. The evaluation exercises will in the long-run provide input for revision of the policy.

3.7 Review of the Policy and Operational Procedures

This Policy will be reviewed after five years or any time as circumstances may dictate.

4.0 Bibliography

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Appendix I

ORGANISATIONAL STRUCTURE FOR SPORTS, GAMES AND RECREATION

