

UNIVERSITY OF DAR ES SALAAM



DAR ES SALAAM UNIVERSITY COLLEGE OF EDUCATION
(DUCE)

ESTATES POLICY AND OPERATIONAL PROCEDURES

REVISED EDITION 2026

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FOREWORD

Dar es Salaam University College of Education (DUCE) plays a key role in national capacity building and the socio-economic development of Tanzania through teaching, research, and community service. The achievement of these functions depends on a safe and conducive physical environment that supports working and service delivery.

The Estate and Works Management Unit (EWMU) is responsible for managing the college's assets to support its mission and strategic objectives. Since the introduction of the Estates Policy and Operational Procedures (DUCE-EPOP) in 2018, improvements have been made in asset management. However, changing institutional needs, technological developments, increasing enrolment, and emerging sustainability challenges have necessitated a review of the Policy.

The revised DUCE-EPOP (2026) responds to these demands and aligns estate management with national frameworks and best practices. The main objective of this Policy is to provide clear and practical operational guidelines that enhance efficiency, accountability, and sustainability in managing the college's estates. It offers a framework for decision-making, planning, and implementation, while promoting optimal use of assets.

Effective implementation of DUCE-EPOP is expected to strengthen capacity, improve understanding of estates operations, and support the achievement of the college's strategic goals. All stakeholders are therefore called upon to adhere to this Policy to ensure sustainable management of college assets for present and future generations.

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Principal

April 2026

ABBREVIATIONS AND ACRONYMS

DP-PFA	Deputy Principal- Planning, Finance and Administration
DP-ARC	Deputy Principal-Academic, Research and Consultancy
DUCE	Dar es Salaam University College of Education
DUCE-EPOP	Dar es Salaam University College of Education Estates Policy and Operational Procedures
EWMU	Estates and Works Management Unit
ICT	Information and Communication Technology
LTM:	Long-term Maintenance
OSHA	Occupational Safety and Health Authority
PPRA	Public Procurement Regulatory Authority
TANESCO	Tanzania Electric Supply Company
UDSM	University of Dar es Salaam
DARUSO	Dar es Salaam University College of Education Students' Organization

CHAPTER ONE

OVERVIEW, POLICY ENVIRONMENT AND RATIONALE

1.1 An Overview

The Estates Policy and Operational Procedures of the Dar es Salaam University College of Education (DUCE-EPOP) provide a comprehensive framework for the planning, development, maintenance, utilization, and management of all assets within the college. The policy encompasses land, buildings, utilities, equipment, and all related services that support teaching, learning, research, and administrative functions. It is designed to ensure that estates resources are efficiently managed and sustainably maintained in alignment with the institutional vision and mission. In addition, the policy seeks to enhance the functionality, safety, and adequacy of physical facilities in order to support the growing demands of higher education delivery.

1.2 Policy Environment

The policy is developed within both internal and external contexts that shape estates management at DUCE. Internally, the college has experienced a steady expansion in student enrolment and academic programmes, which has placed increasing pressure on existing infrastructure. Furthermore, there is an increasing demand for modern, technologically enabled teaching, working and learning environments.

Externally, estates management is influenced by national policies on public asset management, infrastructure development, and environmental protection in Tanzania. The rapid urbanization of Dar es Salaam has also intensified pressure on land use, utilities, and service delivery. At the same time, global technological advancements in facility management systems and growing concerns about environmental sustainability and climate change have significantly shaped the context within which the policy operates.

1.3 Rationale for the DUCE-EPOP Review

The policy review was necessary to address identified gaps and inefficiencies in its current implementation, ensure compliance with evolving legal and regulatory requirements, realign the policy with the organization's updated strategic goals, and strengthen performance, accountability, monitoring mechanisms to improve overall effectiveness and establish a structured and coordinated approach to estates planning and management at DUCE. The absence of a comprehensive updated framework can lead to inefficiencies, poor maintenance practices, and misallocation of resources. This policy therefore seeks to enhance efficiency, accountability, and transparency in the management of estates resources. Furthermore, the policy promotes sustainability by encouraging environmentally responsible practices in the management and development of infrastructure.

The review of the DUCE-EPOP has been necessitated not only by the need to align the document with emerging institutional and national developments, but also by implementation challenges experienced under the 2018 policy framework. While the 2018 policy provided a comprehensive framework for estates management, its implementation revealed several operational and structural constraints that limited its full effectiveness. The revised Policy therefore seeks to address these challenges through strengthened implementation mechanisms, improved coordination, and enhanced resource and performance management systems.

One of the major challenges experienced in the implementation of the 2018 policy relates to inadequate and unpredictable funding for estates operations. Although the policy emphasized planned maintenance, capital development, and sustainability of infrastructure, limited budget allocations and delays in fund disbursement constrained full implementation of annual maintenance plans and long-term maintenance programmes. The 2026-revised policy addresses this challenge by strengthening resource planning and budgeting mechanisms, including clearer alignment of estates plans with institutional budgeting cycles, improved prioritization of maintenance activities, and diversification of

funding strategies, including enhanced use of internal resource mobilization where applicable.

Space management was another area where implementation challenges were observed. Increasing demand for office, teaching, and support spaces often exceeded available capacity, resulting in congestion and occasional ad hoc allocation practices. The revised policy introduces improved space governance mechanisms, including structured space allocation procedures, regular space audits, and enhanced oversight by relevant College committees. This will promote equitable, efficient, and transparent utilization of available space.

Utility services such as electricity also presented operational challenges due to reliance on single supply sources. Frequent interruptions and high dependency on backup systems increased operational costs and affected service continuity. The revised policy addresses this by promoting diversification of utility sources, including the introduction of alternative energy solutions such as solar systems and gas. It also strengthens preventive maintenance of utility infrastructure and promotes efficient resource use across the College.

Health and safety implementation also experienced gaps, particularly in consistent training, awareness, and enforcement of safety standards. The revised policy strengthens compliance by reinforcing Occupational Safety and Health Authority (OSHA) requirements, institutionalizing regular training and safety drills, and improving reporting and response mechanisms for hazards and incidents.

In summary, the DUCE-EPOP (2026) builds on the strengths of the 2018 framework while directly addressing its implementation challenges. Through improved financial planning, strengthened maintenance systems, enhanced master plan compliance, better space and utility management, reinforced sustainability measures, and a robust monitoring and

evaluation framework, the revised policy is designed to ensure more efficient, accountable, and sustainable management of College estates and infrastructure.

1.4 Guiding Principles of the Policy

The implementation of this policy is guided by key principles that ensure effective estates management aligned with the DUCE Vision of becoming a hub for technology-driven transformative education, research, innovation, and public service, and its Mission of advancing economic and social development through innovative teaching, learning, research, and knowledge exchange.

Estates management shall promote efficiency and effectiveness through optimal use of financial, human, and material resources in planning, development, operation, and maintenance of college assets. Emphasis shall be placed on value-driven investments, minimizing wastage, and ensuring facilities support quality teaching, working, research, and innovation.

Accountability shall be upheld through clearly defined roles, responsibilities, and reporting mechanisms across all levels of estates management. Staff and stakeholders shall be responsible for their actions, promoting professionalism, prudent resource use, and alignment with institutional priorities.

Transparency shall guide all estate-related processes, including planning, budgeting, procurement, and project implementation. Decisions shall follow established procedures with proper documentation, enhancing trust, reducing mismanagement risks, and strengthening governance.

The policy prioritizes safety and compliance with relevant legal and professional standards in building design, construction, occupational health, and environmental protection. Regular inspections and maintenance shall ensure facilities remain safe and fit for purpose, supporting a secure learning, working and research environment.

Technology integration and innovation shall be promoted to support DUCE's vision of a technology-driven institution. This includes the use of digital systems for asset management, as well as modern construction techniques and smart infrastructure solutions to improve efficiency and performance.

1.5 Policy Goal

The overall goal of this policy is to ensure effective, efficient, and sustainable management of DUCE estates in order to support the college's core functions of teaching, research, and community service.

1.6 Policy Objectives

DUCE-EPOP aims to achieve both general and specific objectives.

1.6.1 General Objective

The general objective of the Estates Policy and Operational Procedures is to ensure the sustainable planning, development, management, and maintenance of the college assets in order to support quality service delivery, accommodate institutional growth, enhance safety and environmental stewardship, optimize resource utilization, and meet stakeholders' expectations.

1.6.2 Specific Objectives

The policy is committed to the following specific objectives with regards to physical facilities and infrastructure development:

- i. providing adequate physical facilities in meeting the projected expansion of student enrolment in a proactive manner;
- ii. preserving college's-built environment in a manner conducive to high quality delivery of core mission;
- iii. providing guidance for the maintenance of college built and natural environment, space allocation and utilization, functional suitability and quality;
- iv. managing landed property value, asset inventory and fixed asset register; property disposal and acquisition decision making;

- v. reducing utility costs through sustainable practice and sound environmental management;
- vi. establishing health and safety measures in accordance with occupation, safety and health authorities' statutes yet improving emergence preparedness;
- vii. establishing a culture of innovation and collaboration towards performance management;
- viii. establishing obligatory operational guidelines in meeting stakeholders' expectations;
- ix. introducing robust monitoring and reporting mechanisms; and
- x. providing essential services such as water, telephones, electricity, sewerage and drainage.

1.7 Scope of the DUCE-EPOP

This policy applies to all physical assets of DUCE, including land, buildings, infrastructure, furniture, and utilities. Specifically, it covers:

- i. all DUCE Staff: Both academic and administrative staff, whether employed on a permanent, contractual, or temporary basis;
- ii. students and student bodies: Including elected student leaders and student organizations engaged in activities under the auspices of DUCE;
- iii. third-party affiliates: including contractors, suppliers, service providers, consultants, implementing partners, and any individuals or entities conducting business with or on behalf of DUCE;
- iv. all infrastructure, learning resources, governance/institutional setup, information dissemination structures and social amenities belonging to the college; and
- v. all DUCE activities: Including teaching, research, community outreach, procurement, recruitment, financial management, construction projects, partnerships, and any other academic or administrative functions.

1.8 Definition of Key Terms

For this Policy, the following terms are defined as follows:

- i. **estates:** all physical assets including land, buildings, infrastructure, furniture, and utilities owned or managed by DUCE.
- ii. **maintenance:** activities undertaken to keep facilities in good working condition and extend their lifespan.
- iii. **infrastructure development:** involves the planning, design, and construction of new facilities.
- iv. **asset management:** the systematic management of physical resources throughout their lifecycle to ensure value for money.

CHAPTER TWO SITUATION ANALYSIS

2.1 Current Institutional Set-up

The management of estates at DUCE is undertaken by the EWMU, which is responsible for infrastructure planning, development, maintenance, and utilities management. The unit also oversees space allocation and ensures that facilities are utilized effectively to support academic and administrative functions. Despite the existence of this institutional structure, several challenges persist. These include increasing pressure on infrastructure due to the rapid growth in student enrolment, increase in number of staff, and expansion of academic programmes. These challenges may interfere with the ability of the EWMU to deliver services efficiently and sustainably.

2.2 National Policy and Regulatory Framework

The estates function at DUCE operates within a broader national framework of policies and regulations in Tanzania. These include laws governing public asset management, environmental protection, occupational health and safety, land use planning, and public procurement. Compliance with these frameworks is essential to ensure that estates management practices are legally sound, safe, and accountable. The regulatory environment also provides standards and guidelines that inform infrastructure development, maintenance, and disposal processes within the college.

2.3 Regional and International Trends

Estates management in higher education institutions is increasingly influenced by regional and global trends. There is a growing adoption of smart campus technologies that integrate digital systems into facility management. Green building practices and energy-efficient infrastructure are becoming standard in response to environmental concerns. Institutions are also focusing on climate-resilient infrastructure to mitigate the effects of climate change. In addition, there is an increasing reliance on public-private partnerships to finance infrastructure development. The digitalization of asset management systems

is further enhancing efficiency and decision-making in estates management across universities worldwide.

2.4 Benchmarking

The benchmarking exercise was conducted through a systematic review of publicly available estates management policies from selected higher learning institutions. Within Tanzania, DUCE benchmarked its Estates Policy and Operational Procedures (EPOP) against the University Estates Services Policy (2020) of the University of Dar es Salaam, the Estates and Technical Services Policy (2021) of the Mbeya University of Science and Technology (MUST), and the Estates Management Policy (2018) of the Mzumbe University. These institutions were selected due to their established frameworks in infrastructure planning, maintenance, and service delivery.

The review highlights several good practices that can inform estates management at DUCE. For instance, MUST demonstrates structured estates and technical services planning, including clear procedures for maintenance, project execution, and quality assurance. Mzumbe University, on the other hand, emphasizes institutional frameworks that clearly define roles, responsibilities, and accountability mechanisms in estates management.

Across these institutions, there is also evidence of the use of outsourcing for specialized maintenance services such as electrical, mechanical, and civil works, which improves service quality and operational efficiency. A strong culture of preventive maintenance is observed, where routine inspections and scheduled servicing are prioritized to reduce infrastructure breakdowns and extend asset lifespan.

The key lessons drawn from this benchmarking exercise underscore the importance of adopting corrective and preventive maintenance approaches, ensuring adequate and sustainable budgeting for estates functions, and embracing modern technologies such as digital assets management. Furthermore, the establishment of clear institutional

frameworks, supported by well-defined policies and accountability structures, is essential for enhancing transparency, efficiency, and long-term sustainability in estates management at DUCE.

CHAPTER THREE

SWOC ANALYSIS

3.1 Strengths

DUCE possesses an established EWMU that provides a solid institutional foundation for the planning, development, and management of physical infrastructure. This unit serves as the central coordination point for estates-related activities, including maintenance, rehabilitation, supervision of construction works, and day-to-day management of college facilities. Its existence ensures that there is a formal structure responsible for safeguarding and improving institutional assets, which is essential for supporting the college's core functions of teaching, research, and public service.

The college also has a base of existing infrastructure that supports its academic and administrative operations. These facilities include lecture rooms, seminar rooms, classrooms, offices, laboratories, utility systems, and supporting amenities that enable the smooth delivery of educational services. Although some facilities may require upgrading and expansion to match growing institutional needs, the current infrastructure provides a functional platform upon which further development can be built.

In addition, there is institutional recognition of the importance of infrastructure development and estates management within DUCE. This recognition is reflected in the prioritization of estate-related matters in institutional planning and decision-making processes. It demonstrates an awareness that effective infrastructure is critical to achieving the college's Vision of becoming a hub for technology-driven transformative education, research, innovation, and public service, as well as its Mission of advancing economic and social development through innovative teaching, learning, research, and knowledge exchange.

Furthermore, the presence of technical personnel within the Estate and Works Unit, contributes to the operational capacity of the institution. These staff members provide

essential technical expertise in areas such as maintenance supervision, minor repairs, and

infrastructure monitoring. Their involvement helps ensure continuity of basic estates functions and provides a foundation for strengthening professional capacity in estates management through training, recruitment, and institutional development.

3.2 Weaknesses

DUCE faces several weaknesses that may hinder effective estates management and the full realization of its infrastructure development goals. A significant portion of DUCE infrastructure is aging and requires rehabilitation, upgrading, or replacement. This increases maintenance demands and places pressure on limited resources.

Financial resources allocated to estates maintenance are often insufficient. This challenge is further compounded by the late payment of tuition fees by students, which leads to delays in the collection of institutional income. As a result, DUCE experiences cash flow constraints that directly affect the timely execution of maintenance works, procurement of materials, and implementation of planned infrastructure improvements.

Furthermore, staffing levels within the Estate and Works Unit are inadequate in relation to the growing complexity and volume of infrastructure needs. The shortage of qualified technical and professional personnel may affect the unit's capacity to effectively supervise projects, conduct routine maintenance, and implement preventive maintenance strategies.

Collectively, these weaknesses may constrain the efficiency, sustainability, and responsiveness of estates management at DUCE and highlight the need for improved staffing and enhanced technological adoption.

3.3 Opportunities

There are several opportunities that DUCE can leverage to strengthen and modernize its estates management in line with its Vision of becoming a hub for technology-driven transformative education, research, innovation, and public service, and its Mission of advancing economic and social development through innovative teaching, learning, research, and knowledge exchange.

Government initiatives supporting higher education and public infrastructure development present significant opportunities for DUCE. Through national development strategies and education sector reforms, the government continues to prioritize investment in university infrastructure. This creates potential access to public funding for new construction projects, rehabilitation of existing facilities, and expansion of academic and research infrastructure.

Technological advancements in facility and estates management also offer strong opportunities to modernize operations. The increasing availability of digital tools such as computerized management systems, asset tracking platforms, and smart building technologies can significantly improve efficiency, transparency, and responsiveness in estates operations. These innovations can enable DUCE to move towards more data-driven and predictive maintenance systems, reducing costs and improving service delivery.

The growing potential for public–private partnerships (PPPs) provides an additional opportunity for infrastructure development and service enhancement. Collaboration with private sector actors can support the financing, construction, and maintenance of key facilities such as hostels, laboratories, and utility services. Such partnerships can also introduce efficiency, innovation, and specialized expertise into estates management processes.

Increased awareness and global emphasis on sustainability and climate-resilient infrastructure create further opportunities for DUCE to adopt environmentally friendly

solutions. These include the integration of renewable energy systems such as solar power, water harvesting technologies, energy-efficient building designs, and sustainable waste management practices. Such initiatives not only reduce operational costs but also align the institution with global sustainability goals.

Furthermore, the availability of donor and development partner funding for higher education infrastructure presents a viable avenue for resource mobilization. Various international organizations and development agencies continue to support universities in strengthening teaching and research environments. DUCE can strategically position itself to attract such funding by developing well-structured, impact-oriented infrastructure projects aligned with national and international development priorities.

Overall, these opportunities provide a strong basis for transforming DUCE estates into a modern, efficient, sustainable, and innovation-driven infrastructure system that fully supports institutional growth and academic excellence.

3.4 Challenges

DUCE faces several external challenges that may adversely affect effective estates management and the long-term sustainability of its infrastructure development efforts. Rapid increases in student enrolment and staff continue to exert significant pressure on existing facilities. As demand for higher education grows, lecture rooms, seminar rooms, laboratories, offices, and student support infrastructure become increasingly overstretched. This situation may lead to overcrowding, accelerated wear and tear of facilities, and reduced quality of the teaching, working and learning environment unless matched with proportional infrastructure expansion.

Environmental challenges, particularly the effects of climate change, pose increasing risks to institutional infrastructure. Events such as heavy rainfall and soil erosion can damage buildings, disrupt academic activities, and increase maintenance costs. Inadequate

drainage systems and aging infrastructure may further worsen the vulnerability of estates to climate-related hazards, requiring stronger resilience and adaptation measures.

Rising costs of construction materials, spare parts, and maintenance services present another major threat. Inflation and fluctuations in global and local markets increase the cost of building and maintaining infrastructure, thereby reducing the purchasing power of allocated budgets. This may result into delays in project implementation, scaling down of planned works, or compromise in quality of materials used.

Urban development pressures in Dar es Salaam also limit opportunities for physical expansion of the college. The scarcity and high cost of land in urban areas restrict DUCE's ability to acquire additional space for new academic buildings, student hostels, and recreational facilities. This constraint necessitates more efficient land use planning and vertical development strategies.

Collectively, these challenges highlight the need for proactive planning, stronger resource mobilization strategies, climate-resilient infrastructure development, and more efficient use of existing space to ensure sustainable estates management at DUCE.

CHAPTER FOUR

POLICY ISSUES, STATEMENTS AND STRATEGIES

4.0 Introduction

This chapter presents the policy issues identified as central to estates management at DUCE. In total, thirteen (13) key policy issues have been identified. For each issue, a corresponding policy statement has been developed to articulate DUCE's position and commitment. To operationalize these policy statements, the chapter further outlines sixty-three (63) specific policy strategies. These strategies serve as actionable steps and procedures designed to translate the Policy commitments into day-to-day practices.

4.1. Policy Issue: Improving Operational Efficiency through Proactive Practices

Organizations can only achieve their objectives through their operations. The EWMU operation provides the means, by which the Organization implements its strategic plans, achieves its objectives and delivers to its customers. The main responsibility of the Estates operation is to translate strategic decisions into reality. This can only be achieved if operational guidelines are supportive and in place.

4.1.1 Policy Statement

The college shall adopt proactive operational practices and ensure that estates operational plans are strengthened to identify future operational risks and develop effective mitigation measures that respond to stakeholders' needs.

4.1.2 Policy Strategies

DUCE shall:

- i. be more proactive on responding to stakeholders' demands through proper planning;
- ii. integrate the college enrolment projections into the future physical facilities and infrastructure development;
- iii. carry out timely physical condition surveys of college facilities to inform the development of appropriate maintenance plans and budgets;

- iv. ascertain possible future operational risks and have mitigating measures in place;
- v. set aside funds to overcome unforeseen situations; and
- vi. improve provision of continuous professional development training for EWMU staff.

4.2 Policy Issue: Aligning Facilities Planning with Institutional Goals

There is a need to ensure that all facilities planning, development, utilization, and maintenance at DUCE are fully aligned with the college's strategic priorities, academic programmes, research agenda, and long-term institutional development plans. Misalignment between infrastructure provision and institutional needs may result in underutilized facilities, shortages in key areas, inefficiencies in resource use, and increased operational and maintenance costs.

4.2.1 Policy Statement

DUCE shall ensure that all facilities planning, development, utilization, and maintenance are fully integrated with the college's strategic priorities, academic programmes, research agenda, and long-term institutional development plans, and shall be undertaken through coordinated planning between the EWMU, academic departments, and college management to ensure efficient, demand-driven, and sustainable provision of facilities.

4.2.2 Policy Strategies

DUCE shall:

- i. adhere to the established Master Plan to guide long-term infrastructure development in line with institutional growth and strategic priorities;
- ii. integrate facilities planning into the overall institutional strategic and academic planning processes to ensure alignment with DUCE Vision, Mission, and programmes;
- iii. use reliable data on student enrolment trends, academic programme requirements, staffing levels, and space utilization to inform infrastructure planning and decision-making;
- iv. conduct periodic infrastructure needs assessments to identify gaps, priorities, and emerging demands for new development, upgrading, or rehabilitation; and

- v. strengthen coordination between the EWMU and user departments to ensure timely communication of infrastructure needs and feedback on facility performance.

4.3 Policy Issue: Managing Physical Planning and Development

There is a need to ensure that physical planning and development of DUCE infrastructure is conducted in a coordinated, orderly, and sustainable manner that supports the college's growth and strategic direction with special consideration to people with special needs and gender equality. Inadequate coordination, weak enforcement of planning standards, and unstructured development may result in haphazard construction, inefficient land use, infrastructure congestion, and increased long-term maintenance costs.

4.3.1 Policy Statement

The college shall ensure that all physical planning and development of its estates is undertaken in a coordinated, planned, and sustainable manner in accordance with approved master plans, national planning and building regulations, and institutional development priorities, so as to optimize land use, ensure orderly infrastructure growth, and support the effective delivery of teaching, working, learning, research, innovation, and public service.

4.3.2 Policy Strategies

DUCE shall:

- i. ensure that all construction and infrastructure development projects comply with approved master plan and institutional guidelines;
- ii. strengthen monitoring and supervision of all construction projects to ensure compliance with approved designs, quality standards, and timelines; and
- iii. ensure that plans are regularly reviewed and updated as necessary to maintain their relevance and responsiveness to changing institutional needs and priorities.

4.4 Policy Issue: Maintenance Management and Refurbishment

DUCE requires to ensure that its physical infrastructure is consistently maintained and appropriately refurbished to sustain functionality, safety, and service quality. In the absence of a strong preventive and corrective maintenance culture, facilities may deteriorate faster than expected, leading to increased repair costs, frequent breakdowns, disruption of academic and administrative activities, and reduced efficiency in service delivery. This situation highlights the need for a more structured, proactive, and well-resourced maintenance management system that preserves the value of institutional assets and supports the long-term sustainability of DUCE infrastructure.

4.4.1 Policy Statement

DUCE shall ensure that all institutional assets are maintained and refurbished through a preventive, and corrective maintenance management plan that safeguards asset value, ensures safety, and extends the lifespan of facilities in support of effective teaching, research, innovation, and service delivery.

4.4.2 Policy Strategies

DUCE shall:

- i. develop and maintain a comprehensive maintenance plan for college assets;
- ii. ensure timely allocation of financial resources for routine maintenance, emergency repairs, and refurbishment works;
- iii. ensure that all facilities and infrastructures are maintained in a sustainable, safe and secure condition;
- iv. secure funds to accelerate implementation of Long Term Maintenance (LTM); compliance issues across the Estates; and
- v. perform an in-house operation and outsourcing experts that are not available in the Department.

4.5 Policy Issue: Sustainable Environmental Management and Energy Conservation

Environmental management and energy conservation guidelines are as important as other requirements of the college. Environmental degradation and high utility costs, henceforth, sustainable working environment should be expectant. EWMU faces the greatest pressure within the institution to increase sustainable policies and practices. This can only be achieved through sound practice in environmental and energy conservation as well as adaptive reuse.

4.5.1 Policy Statement

The college shall support and facilitate environmental friendly operations with regards to physical facilities and infrastructural development.

4.5.2 Policy Strategies

DUCE shall:

- i. proactively establish environmental and energy strategies that incorporate sustainability;
- ii. introduce effective environmental and energy strategic plan;
- iii. perform an in-house operation and outsourcing public services to service providers;
- iv. integrate sustainability with current and new facilities;
- v. provide design and construction standards that reflect sustainable principles and practices; and
- vi. perform sustainability assessment through benchmarking.

4.6 Policy Issue: Health and Safety

Lack of health and safety guidelines creates unsafe working environment. There are limited risks mitigations to practical activities. Lack of health and safety policy exposes workers, students and other clients to health risks. In the view of the above, lack of such

policies and implementation strategies may cause malfunction of the college's core mission.

4.6.1 Policy Statement

DUCE shall ensure that health and safety in the workplace are upheld as a fundamental priority in the pursuit of its core mission, and that effective health and safety management actively contributes to institutional success, productivity, and the well-being of staff, students, and stakeholders.

4.6.2 Policy Strategies

DUCE shall:

- i. ensure that college community and stakeholders will be protected from risks of occupational injury or ill health;
- ii. create a safe and user-friendly working and learning environment; and
- iii. ensure that there is a continuous waste management programmes by either implementing in house, connection to public central sewage systems or outsourcing to municipal (public) service providers.

4.7 Policy Issue: Property Asset Management

Property is a major capital investment; buildings and Estates contribute significantly to the organization's balance sheet as fixed assets. The organization should be cognizant of their market value and retain their sale value. In order to establish the market value of the college's property, there is a need to constantly review how well property and Estates enables achievement of the college's core mission. Lack of college up to date property portfolio (schedule and value) hinders the EWMU from providing a right decision on property disposal and acquisition pertinent to acceptable property value and hence disturbs the equilibrium of the core mission.

4.7.1 Policy Statement

The college shall own landed properties inside and outside the Campus and regularly conduct valuation of its property assets and ensure availability of up-to-date property portfolio for proper decision making with regard to insurance and financial statements.

4.7.2 Policy Strategies

DUCE shall:

- i. conduct regular physical verification and valuation of the various DUCE assets;
- ii. maintaining and improving a computerized fixed asset register for easy recording and updating of DUCE landed properties annually; and
- iii. regularly review property assets management procedures.

4.8 Policy Issue: Improving Communication and Coordination of Estates Operations

Notwithstanding a positive-contributions made by DUCE, EWMU will ensure effective operation toward creating a conducive environment for working, teaching and learning. Communications glitches can include misunderstandings of procedures; lack of capacity building programs on all matters related to new professional technologies. Another challenge is limited up-to-date technology that can improve EWMU operations. Also, the unit does not have enough personal as per organizational structure, that takes advantage to strong synchronized team capacity to manage EWMU operations efficiently and well coordinate prosperous service effectively. This challenge is related to unit capacity to meet stakeholder's expectations.

4.8.1 Policy Statements

The college shall provide clear management communication line and capacity building to EWMU in coordinating, promoting, regulating and demanding accountability for operational performance at the college and establish an effective organizational structure.

4.8.2 Policy Strategies

DUCE shall:

- i. establish and implement human resource development programme that will ensure fully utilized capacity and that will take on board all professional groups including junior staff and other staff who lack technical skills;
- ii. establish an adequate outlay of facilities and equipment for EWMU assignments;
- iii. enhance efficient and effective management, planning, implementation, coordination and accountability of the EWMU operations at the college;
- iv. ensure development and periodical updating of professional carriers through continuous professional training on EWMU operations;
- v. facilitate sharing and exchange of expertise information among other related departments and college decision making organs; and
- vi. establish an adequate outlay of facilities and equipment for core function's activities at the college.

4.9 Policy Issue: Instituting Metrics for Performance Measurement

Performance metrics are the most powerful tools available to facilitate EWMU staff to achieve excellence. Lack of proper implementation of approved operational plans may lead to unrealistic cost estimates to some of the EWMU activities and hence failing to attain optimum performance in meeting institutional goals.

4.9.1 Policy Statement

The college shall ensure availability of different approved operational performance evaluation tools in order to measure EWMU operational performance and maximize operational efficiency toward achieving institutional goals.

4.9.2 Policy Strategies

DUCE shall:

- i. prepare quarterly implementation plans and budget;
- ii. monitor implementation of plans in relation to the approved budget;

- iii. seek stakeholder's opinions regarding implementation plans; and

4.10 Policy Issue: Managing Office space

Space management is a process of allocating available space to users in an equitable way, projecting and planning space requirements, identifying deficiencies, monitoring use, assisting users with space usage problems, and resolving space problems to maximize efficiency and effectiveness. Office spaces are limited resource and consequently, must be managed responsibly and in a way that promotes the advancement of the college's mission and the strategic priorities of the college. Flexibility needs to be maintained in order to address changes in function, curricula, programs and technologies.

4.10.1 Policy Statement

The college shall provide a suitable working environment to all staff in accordance to the type of work they perform. Office space will be provided to units to support adequately their core missions and functional needs and like all other college spaces, office space is a college property and it will be allocated to a given unit, as available, in a manner that best advances college priorities. No unit "owns" the space that has been allocated to it.

4.10.2 Policy Strategies

DUCE shall ensure that:

- i. office space is allocated in the most efficient and effective manner to best serve programmatic and strategic goals;
- ii. each unit manages its office space needs within the space that has been allocated to the unit at any given time;
- iii. existing office space is used to maximum functionality and efficiency;
- iv. shared office and open office arrangements are encouraged whenever possible to efficiently use the campus' limited space;
- v. conference rooms and office service spaces are encouraged to be shared among one or more units whenever possible to maximize space utilization;

- vi. office space vacated due to a substantial reduction in programme size, reduction in workforce, or programme elimination resulting in office space being unoccupied reverts back to the college space pool.

4.11 Policy Issue: Managing Staff Housing

Provision and access to quality housing to staff is very essential for workers' performance. Staff housing is one of challenge facing the college. Currently the college has ten staff houses which are not enough to meet the housing needs. Due to insufficient capacity of the college to provide accommodation facilities to all eligible and entitled staff, the college to continue provide staff housing to eligible academic and administrative staff also the college to consider extending provision of houses or housing allowance to all academic and administrative staff as a benefit, subject to availability of houses and financial resources, and shall not be considered a condition of employment.

4.11.1 Policy Statement

The college shall ensure effective management, maintenance, and continuous improvement of staff housing to enhance the quality, safety, and suitability of existing houses as part of a conducive working and living environment for employees. The college is committed to preserving and upgrading its current housing stock through regular maintenance, refurbishment, and quality assurance measures to support the effective delivery of services and achievement of its core functions.

4.11.2 Policy Strategies

DUCE shall:

- i. ensure that priorities for housing facilities are given to entitled and eligible staff depending on availability of houses;
- ii. ensure that guidelines for proper and fair allocation of housing is in place;
- iii. ensure that the allocation of housing follows order of preference as per laid down procedures; and
- iv. allocate funds for extending housing allowance benefits to all college staff

subject to availability of houses and financial resources.

4.12 Policy Issue: Managing Vehicles Parking

An institution having limited space needs to have proper arrangement and caring in vehicles parking for its staff, students and visitors. It has been a habit for stakeholders to park their vehicles to none parking areas hence deterioration of environment. Moreover, proper parking arrangement helps to maintain safety of the college and inhabitants' vehicles and properties.

4.12.1 Policy Statement

The college shall ensure that vehicles are parked on designated areas for environment accreditation and safety.

4.12.2 Policy Strategies

DUCE shall:

- i. designate, mark, and maintain adequate parking areas for staff, students, visitors, and official vehicles to ensure orderly and safe parking;
- ii. develop and implement parking guidelines and procedures to regulate vehicle movement, allocation, and use of parking spaces;
- iii. ensure that parking areas meet environmental and safety standards, including proper lighting and accessibility;
- iv. allocate specific parking spaces for special categories such as persons with disabilities, official vehicles, and emergency services;
- v. promote awareness among staff, students, and visitors on proper parking practices and compliance with institutional regulations; and
- vi. conduct periodic review of parking arrangements to improve efficiency, safety, and environmental compliance.

4.13 Policy Issue: Managing utility services

Management of utility services such as water, electricity, fire suppression, telecommunication and waste water control are very essential for better performance of the day-to-day college operations. The experience shows that the college has been experiencing challenges on availability of reliable electricity due to dependence on single sources. The college depends on power mostly from TANESCO, in such if there is power cutoff the college incur high costs of operating generators hence alternative sources of power are very important.

4.13.1 Policy Statement

The college shall ensure reliable, efficient, and sustainable management of utility services, including water, electricity, fire suppression systems, telecommunications, and wastewater management, to support uninterrupted day-to-day operations. The college shall reduce dependence on single sources of utilities by promoting diversification and adoption of alternative and backup systems, particularly for electricity.

4.13.2 Policy Strategies

DUCE shall:

- i. establish energy serving strategies;
- ii. introduce alternative sources of electricity such as solar power and natural gas;
- iii. provide the resources (financial, human etc.) to improve utility services;
- iv. introduce alternative and efficient waste water collection and disposal;
- v. enhance efficiency and effectiveness of internal communication system;
- vi. regularly encourage energy serving culture among staff, students and other stakeholders; and
- vii. ensure existence and operation of fire suppression system.

CHAPTER FIVE GOVERNANCE OF THE POLICY

5.1 Estates Management

The governance and control of College properties is vested in the Governing Board. The Estates and Works Management Unit shall play a central role in the day-to-day implementation of this policy. Among other responsibilities, it shall prepare an annual maintenance plan and submit it to the relevant College organs or committees for review and approval. The maintenance plan shall clearly set out arrangements for both preventive and corrective maintenance of College assets. To ensure effective implementation of the policy, the roles of the various College organs and committees are outlined as follows:

5.1.1 Estates Committee

The Estates Committee will be responsible for the following functions:

- i. oversee the need to acquire land/buildings or hire land/buildings for the college;
- ii. approve changes of DUCE land master plan;
- iii. oversee and ensure proper implementation of physical development projects;
- iv. scrutinize and approve property development projects proposals for tendering process;
- v. advise the college on rational use of available space;
- vi. oversee the need to dispose land/buildings by the college;
- vii. approve and endorse valuations carried out for the college either by in-house or external consultants;
- viii. receive and discuss annual college assets maintenance plan, and recommend same to Governing Board;
- ix. receive and discuss annual capital development plans and projects, and recommend same to Governing Board

- x. receive and discuss quarterly implementation reports in respect to the college assets maintenance plan and capital development projects and implementation of the Corporate Strategic Plan and recommend same to Governing Board;
- xi. be responsible to Governing Board for the execution of approved development plans in so far as they relate to the construction of buildings and work upon land belonging to/acquired by the college and the purchase of equipment and furniture for them;
- xii. be responsible to Governing Board for the maintenance of college assets;
- xiii. recommend to Governing Board relocation of funds for capital development projects;
- xiv. consider and approve requests for college land for large development projects by different Faculties, Departments or third parties before submitting them to the Governing Board for approval;
- xv. receive, discuss and recommend variations of major works to Tender Board;
- xvi. receive, discuss and approve drawings and cost implications for various proposed college's buildings and infrastructure; and
- xvii. receive, discuss and recommend any other matter relevant for the development of the college.

5.1.2 Deputy Principal Planning Finance and Administration (DP-PFA)

The DP-PFA shall be the chief advisor of, and responsible to the Principal for the efficient and effective management of all matters pertaining to Planning, Finance and Administration of the college. He/she shall specifically be responsible, for:

- i. handling policy and planning issues on human resources and administrative matters;
- ii. managing financial, physical and human resources;
- iii. developing and reviewing strategic plan;
- iv. monitoring and evaluating strategic plan;
- v. managing students and staff welfare; and

- vi. monitoring security and safety of the college.

5.1.3 Estate and Works Manager

The Estates and Works manager is having the following powers and functions:

- i. head of the Estate and Works Department and responsible to the Principal through the DP-PFA
- ii. secretary to the Estates Committee;
- iii. responsible for land management, maintenance and rehabilitation of college assets and space utilization;
- iv. responsible for preparation/ formulation of recurrent maintenance and capital development projects and their budgets;
- v. responsible for execution of maintenance works and Capital Development Projects;
- vi. responsible for preparation of specifications of furniture and equipment;
- vii. responsible for preparation of progress reports for Capital Development Projects and maintenance works;
- viii. responsible for maintaining the fixed assets register in collaboration with the Finance manager;
- ix. overseeing of maintenance of college plants;
- x. responsible for provision of essential services such as water, telephones, electricity, sewage, drainage, environmental cleanness and safety etc.; and
- xi. responsible to perform any other duties as directed by Deputy Principal, Planning Finance and Administration.

5.1.5 Health, Environment and Safety Officer

The Health, Environment and Safety Officer shall have the following responsibilities:

- i. overall supervisor of general cleanliness inside and outside the buildings including surroundings through service providers;
- ii. monitor and evaluate performance of waste water disposal including disposal plan of waste water through cesspits emptier;

- iii. monitor and evaluate performance of service providers for solid waste collection and disposal;
- iv. general overseer of the environment caring operation procedures and adhering of policy by stakeholders on that area;
- v. demonstrate an ongoing and determined commitment to improve health and safety at work throughout the college;
- vi. ensure compliance with Occupation Safety and Health Authorities (OSHA) by promoting best practices and exceeding the guidance of the Health and Safety Executive and other regulatory bodies;
- vii. ensure DUCE community and other stakeholders are aware and knowledgeable on health and safety hazards and risks that can affect our core mission;
- viii. arrange regular health and safety training for college occupants and practice health and safety equipment's testing;
- ix. arrange for an informed periodical hazards and disaster escape rehearsal; and
- x. ensure core mission continuity by establishment of college Core Mission Continuity Plan and disaster recovery management.

5.1.5 Estates Administrative Officer

The Estates Administrative Officer shall have the following responsibilities:

- i. monitor effective use of staff of all categories;
- ii. regularly review and update the workload levels and appraisal instruments;
- iii. review and develop existing and new training programs;
- iv. provide and interpret policy statements on the existing and new training programs;
- v. advise management through the Estate and Works manager on the replacement and deployment of trained staff;
- vi. conduct evaluation of training programmes and post-training service quality in the unit;
- vii. responsible for keeping proper records of EWMU proceedings on all administrative matters;

- viii. ensure that all correspondences regarding EWMU and other departments are attended promptly and conveniently;
- ix. conduct regular safety checks in the working environment, such as office and attendance;
- x. building a qualified operational team work through establishment of a well-organized structure and operative chain of command;
- xi. develop a routine capacity building through continuous professional development;
- xii. provide implementable operational plans with an effective monitoring and evaluation method;
- xiii. quantify, ascertain and evaluate planed operational risks, costs and benefits;
- xiv. ensure that effective working facilities are in place;
- xv. establishment of qualified operational team that will meet professional operational activities for income generation;
- xvi. be upfront about soliciting input by establishment of an effective system to receive stockholder's input before critical choices are made; and
- xvii. performs any other duties and responsibilities assigned from time to time by Estate and works manager.

5.2 Unit Sections

The sections within Estate and Works unit will play an important role in the implementation of DUCE-EPOP.

5.2.1 Professionals within the sections

There shall be two professional groups, the first group comprise of the following professionals namely Engineers, Quantity surveyors and Architects, while second group comprise of the following artisans or technicians namely Carpenters, Plumbers; Electricians, Masons, Generator operators and Air conditioners dedicated for day-to-day activities. Each group shall comprise staff that have relevant profession. Team of artisan or technicians will attend all related activities as may be reported or surveyed by the section. The electricians shall have wing which covers electronics and telecom activities

that deal with public addressing system, photocopiers, printers and telecom system requirements.

5.2.2 Facility and Valuation of Assets Section

The responsibilities of the Head of Facility and Valuation of Assets Section shall be to:

- i. interact EWMU plans with college core function so as to ascertain how the function may change in the future in response to external influences;
- ii. study for possible physical facilities developments in the college arena and get involved early in the overall planning process;
- iii. provide operational frameworks within which EWMU decisions can be made;
- iv. understand where the institution wants to go and what it wants to be;
- v. evaluate facilities and their financial implication for academic programmes;
- vi. ensure that annual action plan of the department is aligned with college Rolling Strategic plan in the management of all properties owned by the college;
- vii. ensure allocation of fund for physical verification and valuation;
- viii. carry out physical verification and valuation of assets;
- ix. annually facilitate stock-taking of the college landed properties and equipment;
- x. review valuation at every three (3) years;
- xi. carry out disposal or acquisition of landed properties in accordance with the existing government procurement procedures;
- xii. update fixed asset register annually; and
- xiii. guarantee proper facilities management modes to ensure sustainability.

5.2.3 Maintenance and Renovation Section

The maintenance and rehabilitation section is responsible for daily and routine maintenance of college buildings and infrastructure. The duties and responsibilities of the Head of the section shall be to:

- i. carry out physical conditional survey of all college assets to establish a physical facilities condition data sheet;

- ii. establish effective assets maintenance plan and set out standard conditions to ensure health and safety;
- iii. identify techniques and scope of work through filled maintenance request forms necessary to meet targets in order that maintenance costs can be identified and its affordability assessed’;
- iv. ensure proper use of maintenance funds and other resources to the allocated budget centers;
- v. ensure accomplishment of major renovations or maintenance after every three years;
- vi. perform a planned maintenance within the allocated time, budget and quality to ensure value for money;
- vii. assist the Estates and Works Manager in planning, organizing and controlling EWMU maintenance activities;
- viii. supervise and guide staff within the section;
- ix. assist in maintaining coordinative work contacts with building and maintenance staff of the EWMU;
- x. prepare and compiling budget estimates for maintenance and renovation work;
- xi. assist in preparing unit training and development plans;
- xii. assist in reviewing of physical master plan when a need arise;
- xiii. assist in coordinating effective maintenance and renovation of infrastructure; and
- xiv. perform any other duties and responsibilities as may be assigned by Estate and Works Manager

5.2.4 Physical Planning and Developments Section

The physical planning and development section is responsible for planning, monitoring and evaluating all physical developments of the college. The duties and responsibilities of the Head of this section shall be to:

- i. plan, coordinate, control and supervise building, construction activities;
- ii. participate in relevant consultancy and service activities;

- iii. install and maintain sophisticated building equipment;
- iv. prepare sketches and design for major modifications to existing buildings;
- v. prepare various types of estimates;
- vi. participate in on-the-job training of junior staff;
- vii. supervise and assist junior staff;
- viii. providing specialized advice on building maintenance related issues to senior staff;
- ix. make feasibility studies and evaluates the viability of proposed projects in EWMU; and
- x. perform any other duties as may be assigned by Estate and Works Manager.

5.3 Organizational Structure of Estate and Works Unit

The department has three sections (Figure 1) in which each department has an independent head who works under the supervision of the Estate and Works Manager.

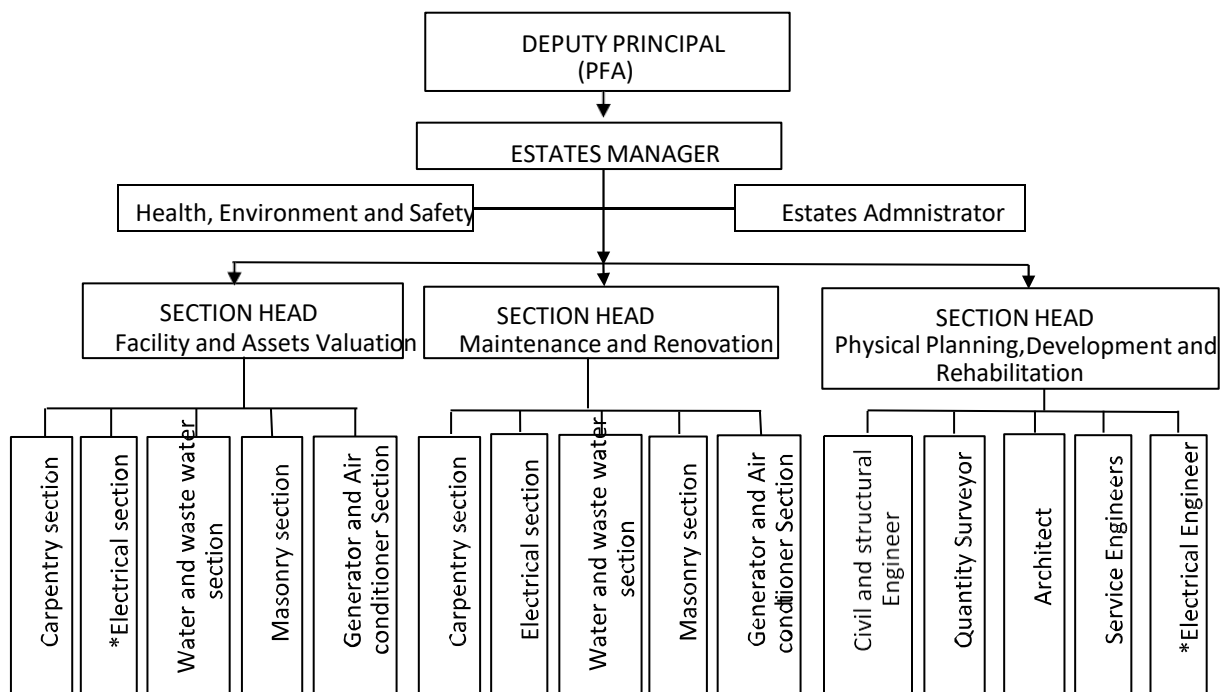


Figure 1 Estates Organizational Structure

Note:

* Electrical section has a wing which covers electronics and telecom activities. It addresses public addressing system, photocopier, printers and telecom system requirements. The College has personnel on public addressing system but for other activities college depends on outside service providers.

5.4 The role of different stakeholders

The roles of different stakeholders are shown in the following sub section;

5.4.1 DUCE Faculties, Departments and Units

Faculties, Departments and Units shall be responsible to:

- i. identify and communicate estates-related needs such as office space, lecture rooms, laboratories, and utilities;
- ii. ensure proper utilization and safeguarding of facilities allocated to them;
- iii. report maintenance issues and asset deficiencies to the responsible administrative unit in a timely manner;
- iv. participate in planning and prioritization of infrastructure development relevant to academic programmes;
- v. promote compliance with estates management procedures among staff and students; and
- vi. support monitoring and evaluation of estates services within their respective units.

5.4.2 Ministries and National Bodies

Relevant Ministries and National Bodies such as the Ministry of Health, Ministry of Education, Science and Technology (MoEST), Ministry of Energy and the Ministry of Lands, Housing and Human Settlements Development (MoLHSD) shall:

- i. provide policy direction, regulatory frameworks, and standards governing estates management;
- ii. monitor compliance with national laws, regulations, and safety standards;
- iii. support capacity building and technical guidance in infrastructure development and maintenance;
- iv. facilitate access to public utilities such as electricity, and communication services.
- v. conduct audits and inspections to ensure accountability and quality assurance.

5.4.3 Non-State Agencies

Non-state actors, including development partners, private sector entities, NGOs, and contractors, shall:

- i. provide technical expertise, consultancy, and financial support for estates development and maintenance projects;
- ii. participate in infrastructure development through partnerships such as Public-Private Partnerships (PPPs);
- iii. ensure compliance with contractual obligations, quality standards, and environmental regulations; and
- iv. collaborate with DUCE in capacity building and knowledge transfer initiatives.

5.4.4 DUCE Staff

All DUCE staff shall be responsible to:

- i. use college assets responsibly and in accordance with established procedures;
- ii. report damages, faults, or misuse of infrastructure promptly;
- iii. comply with safety and maintenance guidelines;
- iv. support efforts to conserve utilities such as water, natural gas and electricity;
- v. participate in awareness programmes related to estates management; and
- vi. avoid unauthorized alterations or improper use of institutional property.

5.4.5 DARUSO and Students

The Dar es Salaam University college of Education Students' Organization (DARUSO) and the students shall be responsible to:

- i. promote responsible use and protection of college facilities among students;
- ii. report damages, and safety concerns through appropriate channels;
- iii. provide feedback on the adequacy and quality of estates services; and
- iv. adhere to all rules and regulations governing the use of college assets.

5.4.6 Administrative Organs and Auxiliary Police

Administrative organs and Auxiliary Police shall provide:

- i) Administrative Oversight: Ensure that all centralized college services affecting the estates management (e.g., Finance, Human Resources, and Procurement) are delivered in a manner that supports this Policy.

- ii) The Auxiliary Police shall be responsible to ensure the safety, security, and protection of all college assets against theft and vandalism.

CHAPTER SIX OPERATIONAL PROCEDURES

6.0 OPERATIONAL PROCEDURES

This chapter highlights twelve (12) core operational procedures that correspond to the established policy areas as presented in chapter four. Each procedure originates from the broader policy issue and serves as a practical mechanism for implementation. By mapping these procedures to the specific areas of concern, the approach ensures that every policy area is addressed in a clear and targeted manner.

6.1 Improving Operational Efficiency through Proactive Practices.

The college through EWMU shall:

- i. build a qualified operational team work through establishment of a well-organized structure and operative chain of command;
- ii. develop a routine capacity building through continuous professional development;
- iii. provide implementable operational plans and develop a practical operational budget that reflects operational plans;
- iv. quantify, ascertain and evaluate planned operational risks, costs and benefits;
- v. ensure that effective working facilities are in place;
- vi. establish a qualified operational team that will meet professional operational activities; and
- vii. be upfront about soliciting input by establishment of an effective system to receive stockholder's input before critical choices are made.

6.2 Aligning Facilities Planning with Institutional Goals

The college through EWMU shall:

- i. integrate EWMU plans with college core function so as to ascertain how the function may change in the future in response to external influences (competition/changes in demand, etc);

- ii. study for possible physical facilities developments in the college arena and get involved early in the overall planning process;
- iii. provide operational frameworks within which EWMU decisions can be made;
- iv. understand where the institution wants to go and what it wants to be; and
- v. evaluate the facilities implications, including the financial implications, of academic plans.

6.3 Managing Physical Planning and Development

The college through EWMU shall:

- i. adhere to construction guidelines that comply with existing legislations and PPRA regulations;
- ii. establish project requirements that have a prior endorsement from Estates Committee before being approved by college Governing board;
- iii. ensure all new developments conform to the approved guidelines;
- iv. ensure all design development have Client involvement in all design stages;
- v. ensure all new developments abide to both statutory bodies' and local authority bylaws;
- vi. involve stakeholders' views in reviewing the college master plan when need arise;
- vii. plan, coordinate, control and supervise building, construction activities;
- viii. install and maintain sophisticated building equipment;
- ix. prepare sketch and design for major modifications to existing buildings;
- x. prepare various types of estimates;
- xi. participate in on-the-job training of EWMU junior staff;
- xii. supervise and assist EWMU junior staff;
- xiii. provide specialized advice on building maintenance related issues to senior staff; and
- xiv. perform any other duties as may be assigned by DP-PFA.

6.4 Maintenance Management and Refurbishment

The college through EWMU shall:

- i. carry out physical conditional survey of all college assets to establish a physical facilities condition data sheet;
- ii. establish effective assets maintenance plan and set out standard conditions to ensure health and safety;
- iii. identify techniques and scope of work through filled maintenance request forms necessary to meet targets (plan) in order that maintenance costs (budget) can be identified yet its affordability be assessed;
- iv. ensure proper use of funds and other resources to allocated budget centers;
- v. ensure accomplishment of major rehabilitation or maintenance is done after every three years;
- vi. perform a planned renovation within the allocated time, budget and quality to ensure value for money; and
- vii. guarantee proper assets management modes to ensure sustainability.

6.5 Sustainability - Environmental Management and Energy Conservation

The college through EWMU shall:

- i. make operational and maintenance costs minimal by developing a core mission case for sustainable practices;
- ii. design a sustainable energy consumption approach and make the college environment ecological;
- iii. develop and formulate sustainable environmental and energy strategic plan;
- iv. carry out a sustainable operational practice;
- v. formulate assessment measures for the college's sustainability; and
- vi. establish a benchmarking system by forming partnership across the institutions.

6.6 Health and Safety – Statutory Compliance

The college through EWMU and Health Centre shall:

- i. demonstrate an ongoing and determined commitment to improve health and safety at work throughout our organization;
- ii. ensure compliance with Occupation Safety and Health Authorities (OSHA) by promoting best practice and adhering the guidance from regulatory bodies;
- iii. ensure all DUCE community and stakeholders have awareness and understanding of health and safety hazards and risks that can affect our core mission. Through conducting Environmental and social Impact Assessments (EIA and SIA) for all new projects, Environmental auditing and compliance with NEMC regulations;
- iv. arrange regular health and safety training for college occupants and practice health and safety equipment's testing; and
- v. arrange for un informed periodical hazards and disaster escape rehearsal.

6.7 Property Asset Management – Maximizing Property Values

EWMU in collaboration with finance Unit shall be responsible for:

- i. management of all properties owned by the college;
- ii. allocating fund for physical verification and valuation;
- iii. carrying out physical verification and valuation of its property assets;
- iv. annually facilitating stock-tacking of the college landed properties and equipment;
- v. reviewing valuation at every three (3) years;
- vi. carrying out disposal or acquisition of landed properties in accordance with the existing government procurement procedure; and
- vii. Updating fixed asset register annually.

6.8 Management, Communication and Coordination of EWMU Operations

The college through EWMU shall:

- i. review the organizational structure framework with a clear chain of command concerning the mandate and functions of DUCE EWMU with a view of empowering it for effective coordination and management;
- ii. strengthen human and physical resource capacity for handling routine matters and institutional development through Continuous professional training;
- iii. improve sharing and exchange of expertise information among other related Units, departments and college decisions making organs through involvement of EWMU personnel; and
- iv. prepare a two-way exchange both up the administrative chain and across unit boundaries.

6.9 Managing Office space

The following operational procedures shall be observed in managing office space:

- i. In general, the office space allocation priorities are as follows;
 - a) full time, and staff requiring a high level of privacy for working on confidential matters.
 - b) staff with dual responsibilities, visiting staff, and
 - c) postdoctoral fellows, graduate students supported through teaching or research assistantships, active emeritus/retired staff.
- ii. offices may be private, shared, open, or in cubicles as appropriate and available;
- iii. offices will be assigned based on need, availability, and suitability for the intended use;
- iv. assignment of multiple offices for a staff is not allowed unless there is a true demonstrated need. Under such circumstances, the staff member may be assigned a secondary office (ideally in a shared arrangement), provided it is not located in the same building as the primary office. All decisions related to multiple offices will

- be made on a case-by-case basis and require the approval of Dean in consultation with the DP-PFA and DP-ARC;
- v. post-doctoral scholars, graduate students supported through teaching or research assistantships, should be assigned office space in a shared office arrangement;
 - vi. each unit and department should ensure that all offices are occupied. When offices are left unoccupied for significant periods of time, such as during sabbaticals or other leaves, unit and department should use these spaces to alleviate pressing space needs. If an office space remains under-utilized for a period longer than one year, the unit and department may be required to provide a justification for maintaining use of the space;
 - vii. emeritus/retired staff may be provided shared offices, if space is available within a unit or department, as long as they remain engaged in the unit or department activities. These shared offices are intended to allow an individual to maintain contact with their unit or department, discipline and colleagues. An emeritus/retired staff member actively engaged in teaching or research may retain a private office at the discretion of the unit or department, if space is available;
 - viii. when possible, if unit or department desire to consolidate their space assignments for reasons of academic interaction and administrative efficiency, contiguous spaces will be provided. However, close proximity cannot be guaranteed depending upon the space and financial resources available at any given time;
 - ix. periodic evaluation of office space allocation should be made by the office of DP-PFA to ensure that all office space is being used to maximum functionality and efficiency. Official space inventory reports recording all office space allocations will be maintained by EWMU;
 - x. The college shall appoint a Space allocation committee which will be responsible in managing all office spaces of the college.
 - xi. to support an accurate and complete record of space allocations, units or departments will verify to Space allocation committee on an annual basis its office space allocation and names of personnel assigned to occupy specific rooms;

- xii. the office of DP-PFA shall periodically request Space allocation committee to evaluate and analyze the adequacy of office space allocation based upon criteria such as the number and types of personnel, the location, functional layout, and changes in programmatic needs; and
- xiii. office space may not be assigned to non-campus organizations without prior approval from the Office of the DP-PFA.

6.10 Managing of College Staff Houses

The college through EWMU shall:

- i. ensure that housing facilities are in place through budget process;
- ii. ensure development of guidelines is in place for allocation of houses;
- iii. ensure that the allocation of houses will follow the following order of preferences:
 - a) essential requirement of staff position;
 - b) staff who provide operational support at the college; and
- iv. ensure that maintenance of houses and building services regularly as per policy issue 4.11 and when needs arise;
- v. ensure that all required services such water, electricity and parking are in place;
- vi. ensure that appointment letter particulars cover issues regarding environmental cleanness and safety;
- vii. ensure no modification of existing structure will be allowed without consent of the college;
- viii. ensure that tenants will be responsible for payment of utility costs such as gas and electricity;
- ix. ensure that staff who cease to be college employee will be required to vacate the college houses not later than one month.

6.11 Managing vehicles parking

6.11.1 The college through EWMU and Directorate of Human Resource and Administration shall:

- i. ensure vehicles parked to unauthorized or prohibited areas shall be charged with authorized penalty;
- ii. ensure the college won't assume any liability for theft, vandalism, fire or damage regarding vehicles;
- iii. ensure if a vehicle is left unattended for more than one week it may be towed and the vehicle's owner will have to pay storage and removal fees;
- iv. ensure college security patrols all areas of the college throughout the day and night. However, all vehicles are parked on college sites at the owner's risk and the college is not liable for any loss of or damage to vehicles or personal property left on its car parks;
- v. ensure the college reserves the right to prohibit or restrict access to any area at any time or to change the usage of any individual car park without prior notice;
- vi. ensure car parks are for the use of college staff, students, visitors and contractors carrying out works for the college only. They are not open to the general public;
- vii. ensure if parking is required for a Special Event or Conference and a large number of visitors are anticipated, the organizer must notify Security in advance. Should the nearest car park be full, visitors will be redirected to the next available car park;
- viii. ensure motor scooters, motor cycles and quad bikes must not occupy parking spaces marked out for motor cars and must be parked in an orderly manner, properly secured and immobilized;
- ix. ensure cyclists note that all cycles causing an obstruction will be subject to immobilization or removal;

6.11.2 The college shall be responsible to:

- i. manage the available car parking space to ensure it is used effectively;
- ii. ensure that car parking is available on fair basis as possible, including designated parking reserved for disabled;
- iii. provide unimpeded access to college buildings for delivery vehicles and emergency services; and

- iv. ensure suitable access for contractors without impeding the usual business of the college.

6.11.3 Car Park Users Responsibilities include the following:

- i. all college car park users shall be deemed to be in acceptance of this parking management policy statement;
- ii. all car park users are required to:
 - a) pay any parking infringement penalties;
 - b) park only in designated spaces; and
 - c) treat car parking and security staff with respect.
- iii. all car park users are expected to observe the college parking restrictions; and
- iv. It is essential that all users of vehicles must observe restriction signage (i.e. speed limit, mass limit, zebra crossing and road bumps) throughout the college for the health and safety of everyone. In the event of speeding, dangerous or reckless driving, disciplinary action may be taken against individuals who ignore these signs.

6.12 Managing utility services

The college through EWMU shall ensure :

- i. the use of energy backup system;
- ii. the use of energy serving appliances;
- iii. that responsible officers are assigned to each service;
- iv. that proper communication with the stakeholders is in place;
- v. that any person facing challenges on accessing the services must communicate with EWMU for the assistance through designated forms (Appendix 1);
- vi. efficient waste water collection and disposal;
- vii. prioritized schedule of operation for water use in case of shortage;
- viii. smooth operation of internal communication system;
- ix. operating, maintenance and development of its buildings with all necessary utility services to appropriate and environmentally efficient standards;
- x. efficient use of energy, water supply and telecommunication system etc.

- xi. that fire assembly points and suppression system such as firefighting equipment, escaping signs, detecting, alarming is in place and functioning properly;
- xii. training on fire-fighting and safety techniques are conducted annually;
- xiii. that developments of all new buildings are equipped and comply with firefighting brigade rules and regulations;
- xiv. alternative means of energy (i.e. operation of generators) shall be operated and located to prioritized areas upon break of TANESCO supply maximum to the end of academic session;
- xv. the use of alternative means of energy requirement during non-working hours upon approval by the office of DP-PFA; and
- xvi. the use of any utilities required for a Special Event or Conference and a large number of uses are anticipated, the organizer must notify the office of DP-PFA through Planning and development unit for scheduling and directives.

CHAPTER SEVEN MONITORING AND EVALUATION

7.1 Monitoring and Evaluation System

Implementation of DUCE-EPOP needs to be monitored and evaluated in order to review progress, identify implementation bottlenecks and make necessary adjustments wherever deemed so. For the purpose of this Policy, the college through the office of Principal shall ensure that a mechanism for monitoring and evaluation of this Policy is in place. This will be done through the use of EWMU operational plans, quarterly monitoring and evaluation.

7.2. Implementation of Monitoring of Evaluation

The M&E framework shall be implemented through structured reporting systems, including quarterly and annual performance reports prepared by the Estates and Works Management Unit (EWMU) and submitted to relevant college organs through the Office of the DP-PFA. The framework shall also support the detection of inefficiencies, prevention of malpractice, and promotion of good governance in estates management processes.

In addition, clearly defined Key Performance Indicators (KPIs) to measure the effectiveness, efficiency, and impact of policy implementation in estates management shall guide the Monitoring and Evaluation framework. The Key Performance Indicators (KPIs) shall include, but not be limited to, the following:

- i. percentage of planned maintenance activities implemented annually;
- ii. timeliness of execution of annual maintenance plans;
- iii. availability and functionality rate of college assets;
- iv. average response time to reported maintenance requests; and
- v. level of compliance with estates management procedures, standards, and guidelines.

7.3 Policy Review

To ensure that DUCE-EPOP remains relevant, effective and aligned with national and institutional developments, a periodic review process shall be undertaken. The Principal shall be responsible for initiating the review process. DUCE-EPOP shall be reviewed every five years, or earlier if deemed necessary due to significant changes in legislation, institutional structure, or national estates management frameworks.

BIBLIOGRAPHY

University of Dar es Salaam. (2020). University estates services policy.

Mbeya University of Science and Technology. (2021). Estates and technical services policy.

Mzumbe University. (2018). Estates management policy.

APPENDIX I: REQUEST FOR MAINTENANCE FORM

CHUO KISHIRIKI CHA ELIMU DAR ES SALAAM
IDARA YA MILIKI
FOMU YA OMBI LA KUPATIWA HUDUMA (FOMU YA MWOMBAJI)

FOMU NA. 1

SEKSHENI: _____

NAMBA YA AGIZO: ____/____/____ (Mfano PL /1/1)

I. OMBI LA KAZI

1. Jina la Mwombaji: _____ Tarehe: _____
 Jengo/Mahali: _____
2. Tatizo: _____

Sahihi

II. MAELEZO YA KIUFUNDI/ UTATUZI WA TATIZO

Na	Maelezo	Idadi

Kazi imehakikiwa na; Jina _____ Sahihi: _____
 (Msimamizi wa Seksheni/eneo)

III. USAHIMI WA KAZI

Imethibitishwa na; Jina _____ Sahihi: _____
 (Meneja Miliki)

IV. UFANISU/UBORA WA KAZI BAADA YA KUKAMILIKA

Tatizo limetatuliwa kama nilivyoomba ☐

Tatizo halijatatuliwa kama nilivyoomba ☐

Jina la Mwombaji: _____ Sahihi: _____ Tarehe: _____

Jina la Msimamizi wa eneo: _____ Sahihi: _____ Tarehe: _____

Sahihi ya Meneja Miliki: _____ Tarehe: _____

VIFUPISHO VYA SEKSHENI : PL=Plumbing, EL=Electrical, WE=Welding, MA=Masonry, CA=Carpentry,
 AC=Air conditioner, SW=Sewerage, AL=Aluminium