

MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY



ESTATES AND TECHNICAL SERVICES POLICY

JANUARY, 2021

FOREWORD

The current efforts toward development of Estates and Technical Services Policy are a part of continuous and systematic evaluation process. This effort has a purpose of establishing how the Directorate of Estates and Technical Services is guided well to support initiatives towards realization of the MUST's Vision and Mission.

In the University there has been no Estates Policy to guide its operations. As such, activities have continued to be performed based on the guidance of extracts from the MUST Strategic Plan. This Policy therefore, incorporates best practices from other similar institutions with a view to coming up with a vibrant estates policy document for the University.

The Estates and Technical Services Policy addresses pertinent issues including an inefficient and ineffective operations within the Directorate of Estates and Technical Services, delay of procurement of materials, lack of specific means for users to report problems, persistence of MUST utilities that have stayed for a long time without appropriate maintenance or repairs, lack of appropriate maintenance planning, inappropriate accommodation to University Staff, inappropriate Spaces' functionalities and related descriptions within the University, amongst others. Effective and realistic measures have been proposed as well as plans for seeking the sources of funding to implement the same.

The preparation of the Policy was initiated by MUST Management, whereby a team was appointed to be engaged with such policy development exercise. The Estates Policy preparation process entailed documentary reviews and in-depth consultations with different stakeholders from within the University including the University Management, University Staff and other stakeholders from outside the University. The Estates Policy takes on board the MUST revised content of Housing Policy, 2017.

On behalf of the University, I wish to thank all stakeholders for their contributions towards preparation of this policy.

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LIST OF ABBREVIATIONS AND ACRONYMS

ATM	Automatic Teller Machine
CMMS	Computerized Maintenance Management System
DAHRM	Director of Administration and Human Resources Management
DETS	Directorate of Estates and Technical Services
DF	Director of Finance
DICT	Director of Information and Communication
DOS	Dean of Students
DPI	Director of Planning and Investment
DVC ARC	Deputy Vice Chancellor - Academic Research and Consultancy
DVC PFA	Deputy Vice Chancellor - Planning Finance and Administration
ETSC	Estate and Technical Services Committee
ETSSC	Estates and Technical Services Subcommittee
FTC	Full Technician Certificate
HoD/PMU	Head of Procurement Management Unit
MCC	Mbeya City Council
MIST	Mbeya Institute of Science and Technology
MRCC	MUST Rukwa Campus College
MTC	Mbeya Technical College
MUST	Mbeya University of Science and Technology
NACTE	National Council for Technical Education
PMU	Procurement Management Unit
PPP	Public Partnership Project
RESC	Real Estates Subcommittee
SO	Security Officer
TANESCO	Tanzania Electric Supply Company Limited
TCU	Tanzania Commission for Universities
VC	Vice Chancellor

DEFINITION OF KEY TERMS AND CONCEPTS

Computerized Maintenance Management System (CMMS): An essential operational ~~and~~ tool for managing asset preservation, ensuring that production systems operate as required, and minimizing downtime.

Corrective maintenance: The maintenance that is carried out after the failure has occurred and it aims to let an item to be in a state that it can perform its function.

Preventive maintenance: The maintenance that is carried out on an predetermined period or intervals in order to reduce the degradation of the item functionally.

Mashamba: A portion of land acquired or to be acquired by the University and developed for the purposes as would be planned.

Space: Any portion within a building or a free land on which necessary uses may be deployed.

CHAPTER ONE

UNIVERSITY BACKGROUND INFORMATION

1.1 INTRODUCTION

The history of Mbeya University of Science and Technology (MUST) dates back from 1986 when Mbeya Technical College (MTC) was established by the Government of Tanzania for the purpose of training Full Technicians at Certificate Level (FTC) under the Russia - Tanzania Training Support. The College existed up to mid-2005 offering programmes in the fields of Architecture, Electrical Engineering, Civil Engineering and Mechanical Engineering. In July 2005, MTC was transformed into a multi-disciplinary Mbeya Institute of Science and Technology (MIST) through the National Council for Technical Education (NACTE), Mbeya Institute of Science and Technology (MIST) Establishment Order, 2004. The transformation was a Government move towards strengthening the College to become a fully-fledged University. Mbeya Institute of Science and Technology registered a number of achievements including restructuring of FTC programmes to Ordinary Diploma Programmes and introduction of Undergraduate Degree programmes which eventually lead to expansion of students' enrolment. Following these achievements, on 29 March 2012 after being issued with a Provisional Licence by Tanzania Commission for Universities (TCU), the Institute was transformed to a fully-fledged University namely Mbeya University of Science and Technology (MUST). The University was granted Mbeya University of Science and Technology Charter, 2013 on 20th August 2013.

1.2 MUST Vision

The Vision of Mbeya University of Science and Technology is to become the leading centre of excellence for knowledge, skills and applied education in science and technology.

1.3 MUST Mission

The Mission of Mbeya University of Science and Technology is to develop academically, technologically and socially competent students, staff and other stakeholders who will be responsive to the broader needs and challenges of the society specified by:

- i. Facilitating appropriate tuition, practical training and support needs of students and other customers;
- ii. Encouraging staff commitment to quality education and services including research, consultancy and innovation;
- iii. Fostering lifelong learning, honesty and responsibility;
- iv. Promoting an environment conducive to human development;
- v. Promoting effective entrepreneurship and use of appropriate technology that meet national and international standards through skills and practical oriented training, research and consultancy.

1.4 Situational analysis

MUST vision can be achieved through cooperation among teaching staff, students, administrative and supporting staff. In support of these efforts, Estates and Technical Services Directorate has a key role of ensuring new and old built-up infrastructure and facilities are appropriate all the time. The built-up infrastructure include: class rooms, offices, lecture rooms, laboratories, workshops, walking areas, internal roads, amongst others. Facilities include: computers, printers, photocopier machines, scanners, amongst others. While new infrastructure need to be built-up, new facilities purchased, old infrastructure and facilities repaired as per specifications, a number of individuals are involved in the processes: estates' employed staff, works outsourced, procurement teams, management members, amongst others; on which, acceptable procedures are required. Other aspects of support infrastructures that need guidance include utility services, environmental cleanness, land acquisition and use to mention a few.

MUST also provides accommodation for its employees who qualify for the same. The University has 5 (five) blocks each with 16 residences that accommodate seventy eight (78) staff and two (2) volunteers. University also has seven (7) bungalows that are occupied by Senior Management staff. The University has a total of 549 employees of whom 18 are entitled to be given accommodation and 531 are eligible. Therefore, out of 549 staff, it is only 85 (15.5%) who are provided with accommodation. The fact is that, large portion of the remaining 84.5% lack accommodation and a small part has got own accommodation. The University, having different employees, who: (i) need to be secured with the University houses but no houses are available and (ii) might require to be given house allowances because of not been given a house by the University; therefore, something need to be done.

MUST also has a land (Mashamba) divided in two categories: Category one, has already been compensated and therefore fully owned by the University and, category two, mashamba that has already been earmarked as the University property, now awaiting evaluation and then to be acquired after full compensation has been made to the owners. In both of these two categories, such lands need to be developed in different perspectives of the functionalities. This goes in line with the University seeking to better utilize all of its available spaces, i.e. for classrooms, offices, sports and other recreations.

Currently, there is no policy or guideline to manage estates activities that support achievement of the University Vision. Therefore, the Directorates of Estates and Technical Services (DETS) needs the estates policy that will help describe on efficient and effective delivery of the services, appropriate way of materials' delivery by the Procurement Management Unit (PMU), rules to acquire emergency materials so as to serve as buffer stock for emergent works, on how best materials ordered from different suppliers may be brought as per full order being made and feedbacks given to Estates by PMU, procedures for reporting defects by the users when encounter problems, etc.

Indeed, due to lack of estates policy, it is also hard to operate smoothly in terms of: Management of accommodation for University staff, University land (mashamba) development issues, and space allocations. Therefore, this Estates Policy addresses above mentioned problems.

1.5 Justification

The provision of estates services at MUST has been undertaken without having a proper estates policy. The University has been using just an informal guidance derived from its Strategic Plan that lacks systematic way of capturing all necessary operations undertaken by the Estates Directorate. This trend had continued to prevail for many years, and as such, a number of shortcomings have been observed: For example, maintenance activities are not being done as specified, or they are being delivered on a slow pace, materials are procured later than they are expected, utility services sometimes are not cost effective, amongst others. University staff are not secured with accommodation with an appropriate user guide, others lack such houses for accommodation. In addition, there exists inappropriate way of developing and utilization of University lands (Mashamba) and related spaces. All these observed shortcomings have necessitated the development of the Estate Policy. Furthermore, the establishment of the Estates Policy is required to cope the requirements for expansion of the University as stipulated in the five-years Rolling Strategic Plan 2017/2018 – 2021/2022.

Areas observed for establishment of the Policy include:

- i. Estates and Technical Services Directorate Management and Organization – The need for an efficient and effective structure, which is responsive to users' requirements;
- ii. Enhance efficient operations through pro-active practice: (i) material procured timely (ii) materials are used on sites and feedback given (iii) buffer management (iv) up-keep of materials stored - store man, camera, record (v) acquired and managed cash

- for emergencies (vi) administrative issues (establish Departments & HoDs within the Directorate);
- iii. Fire, safety and security-The need for a policy to protect the University properties during fire hazards;
 - iv. Utility availability, use and management – ensuring that the users receive and consume the utility sustainably and allow cost cutting;
 - v. Landed property management – informs efficient and cost-effective property management;
 - vi. Land development - informs appropriate ways of managing the available University land for the current and future expansion of the University;
 - vii. Building construction and infrastructure development - addresses the better construction and facilities which accommodate crosscutting issues such as gender and physically challenged people;
 - viii. Managing environmental cleanness and related issues;
 - ix. Housing – informs University acquisition and users’ guidance, build new houses, etc.; and
 - x. Mashamba and space issues – described in terms of acquisition and development.

CHAPTER TWO

POLICY BACKGROUND INFORMATION

2.1 Introduction

The Chapter Highlights on the Policy Vision and Mission, Policy Goal and Objectives, Philosophy and Scope.

2.2 Policy Vision

To ensure that MUST environment for learning, research and consultancy is excellent and all stakeholders are satisfied henceforth.

2.3 Policy Mission

To ensure that plans of tasks relating to University built-up and not-built-up infrastructures, facilities and the environment are well identified, operational activities and costs established, prioritization of works for implementation are conducted, works are implemented and feedbacks are worked-on timely and as per standards.

2.4 Goal

To ensure that technical services for new and maintenance projects undertaken by Directorate of Estates and Technical Services' office are being done timely, in cost effective and on meeting users' needs.

2.5 Objectives

The main objective of this Policy is to enhance delivery of Estates and Technical Services in an efficient, effective and in adaptable way. The specific objectives are to:

- a) Ensure proper functioning of the Directorate of Estates and Technical Services and organization system;
- b) Ensure that there is adequate protection of the University community against fire hazards;

- c) Ensure University environments are clean and friendly;
- d) Ensure availability, use and cost effective provision of utilities within the University;
- e) Ensure efficient and cost effective property management at the University;
- f) Ensure conducive living, working and learning environment at the University;
- g) Coordinate, implement, update the University land use plan;
- h) Ensure adherence to Government regulations in all building construction and infrastructure development;
- i) Ensure that there is adequate maintenance of all University buildings, infrastructure, equipment and machines;
- j) Provide conducive environment for, and encourage investment on MUST land;
- k) Ensure University staff are secured with housing for accommodation; and
- l) Ensure University spaces are well identified and allocated to relevant needs.

2.6 Policy Philosophy

As the Policy addresses all types of maintenance of infrastructures and facilities management as well as new building projects and taking care of all environmental cleanness, management of the functional activities will be made by the DETS' office with support from other MUST stakeholders i.e. technical staff, supporting staff and students. Overall decision will come from Estates and Technical Services Subcommittee (ETSSC), Real Estates Subcommittee (RESC), Estates and Technical Services Committee (ETSC) and MUST Council.

2.7 Policy Scope

The Policy applies to all plans, activities, business processes, individuals and property that comprise or are undertaken by the Mbeya University of Science and Technology. Generally, it applies to all Colleges, Directorates,

Administrative Division/Units and any significant University activities. It therefore deals with activities relating to maintenance of infrastructure and facilities management as well as taking care of all environmental issues within and around MUST.

The fourteen (14) Policy key areas include:

- (i) Operational Procedures in Delivering Estate Management Services
- (ii) Landed property management
- (iii) Land development and investment
- (iv) Building construction and infrastructure development
- (v) Maintenance and Rehabilitation
- (vi) Service and maintenance of University facilities
- (vii) Fire, safety and security
- (viii) Utility availability, use and management.
- (ix) Application of computerized systems in estate management services
- (x) Provision of suitable accommodation
- (xi) University houses for special circumstances
- (xii) Construction of more houses
- (xiii) Effective maintenance of University houses
- (xiv) University land (mashamba) and space functionalities

CHAPTER THREE

POLICY ISSUES, STATEMENTS AND STRATEGIES

3.1 Operational Procedures in Delivering Estate Services at MUST

3.1.1 Introduction

Efficient and effective delivery of services by the Estates and Technical Services Directorate depends on a laid down procedures. Inappropriate procedures on procurement of materials and tools, e.g. delay of materials and tools for works operations adversely affect the efficiency and effectiveness of estates operations.

The current procedure of materials procurement usually takes too long. When this problem prevails, the Directorate does not have fast moving materials (buffer stock) useful for corrective or emergence maintenances. This stock if available would quickly help to undertake maintenance timely.

Also, when materials are ordered from different suppliers, they are usually brought not as per full order being made; this may cause a received material to be used for the works not planned for. In addition, when such materials are received by PMU, inspections and handover to DETS staff sometimes takes long, creating delay of the work.

It has also been noted that the procedure for reporting defects by the users is inappropriate. When users encounter technical problems, they confront any personnel as there is no specific help-desk for that purpose.

For works that need to be done quickly and there are multiple works to be done, Estates employees may be engaged to work on non office hours or such works may be outsourced.

3.1.2 Policy Issues

Issues to be considered with respect to this Policy area include the following:

- i. Delays in approving, procuring and issuing of materials for corrective or emergency maintenance;
- ii. Estates and Technical Services Directorate not having a readily accessible stock of fast moving materials for corrective and emergency maintenance;
- iii. Lack of proper mechanism for providing timely feedback between PMU and Estates and Technical Services Directorate regarding availability of ordered materials;
- iv. Materials ordered from suppliers sometimes come in fragmented way, other materials delay on their supply/delivery;
- v. Lack of a quick procedure for reporting maintenance problems by the users; and
- vi. Honoraria/extra duty payment for internal staff working outside the normal official working hours as per prescribed Government rates. This will depend on the nature of activity concerned.

3.1.3 Policy Statement

The University will put in place a good mechanism to ease operations of the Estates and Technical Services Directorate by ensuring that works are accomplished timely and as per specifications.

3.1.4 Strategies

- i. Fast-tracking approval, procurement and issuing of materials for corrective or emergency maintenance;
- ii. Ensure that the Directorate has a readily accessible stock of fast-moving materials for corrective and emergency maintenance;
- iii. PMU to ensure all materials ordered at a time are also supplied timely;
- iv. Put in place a good mechanism for providing timely feedback between PMU and the DETS regarding availability of ordered materials;
- v. Recruit a store keeper and install cameras on stores;
- vi. Establish a quick and easy procedure for reporting maintenance problems; and
- vii. Remunerate internal staff working outside their working hours when approved by DETS depending on the specified tasks.

3.2 Landed Property Management

3.2.1 Introduction

MUST owns substantial landed property at its Main Campus and at Mbeya Rukwa Campus College (MRCC). The land property management is overseen by the DETS's office for ensuring that the lands are not encroached nor environmentally degraded.

Moreover, MUST has some old buildings that were built in more than four decades age and had not been repaired regularly as required due to lack of funds. Their roofing structure and utility services are worn out to the extent of requiring major renovations.

It is also observed that, there is lack of awareness on users in terms of taking care of interior parts of the buildings they reside-in; this has resulted to poor state of fixtures and fittings. There is also a tendency of

newly fixed items (e.g. cocks, switches, tube lights etc) being removed from their located areas.

Moreover, MUST is yet to achieve best use of its land. For instance, there is lack of masterplan on the nature and types of buildings required. As a result, construction of bungalows and single storey buildings rather than high rise buildings may arise and cause improper use of the land.

3.2.2 Policy Issues

The following Policy issues are to be considered in Landed Property Management at MUST:

- i. Lack of appropriate mechanism (masterplan) that help to locate University land and protect it from being encroached;
- ii. A need for environmental guideline;
- iii. Presence of some old building elements, e.g. roof structures and utility elements that require major repairs;
- iv. Lack of routine and scheduled maintenance and repair of buildings due to lack of funds;
- v. Inadequate funds to renovate landed property;
- vi. Lack of awareness on the part of users/occupiers of properties regarding their responsibility to take good care of the premises; and
- vii. Inability to attain the highest and best use of MUST's lands.

3.2.3 Policy Statement

MUST shall ensure that efficient and cost effective property management systems are in place

3.2.4 Strategies

In order to ensure that efficient and cost effective property management systems are instituted, the following strategies will be adopted:

- i. Carry out rehabilitation of old buildings' elements and utilities to modernize them, thereby creating their values;
- ii. Ensuring that in the annual University budget, adequate funds are set aside for routine and scheduled maintenance of buildings and other properties;
- iii. To solicit for funds from other sources in order to carry out routine and scheduled maintenance of buildings and other properties;
- iv. Instill culture of ownership of MUST infrastructure and equipment among the users;
- v. To revise the existing masterplan and ensure optimized land use by constructing high-rise structures;
- vi. Ensure environment guidelines are developed; and
- vii. Ensure proper documentation of ownership of assets and keeping an up-to-date fixed asset register.

3.3 Land Development and Investment

3.3.1 Introduction

MUST has a substantial land for development primarily for supporting its core mission of teaching, research and consultancy. The University's property therefore has such buildings as operational ones including offices, lecture theatres, classrooms, library, workshops, laboratories, dispensary, students' halls of residence and staff houses. All these buildings are not for investment purposes. The only buildings falling in the investment category includes the MUST Club Pub which is operating as small food canteen and a few small buildings rented as retail shop, stationary, two Automatic Bank Teller Machines (ATM), ECOwater machine and dispensary. As the University solicits for limited funds from the Government and other

income generating sources, the need to use University land and buildings for investment purposes cannot be overemphasized.

3.3.2 Policy Issues

The Policy Issues considered with respect to land development and investment include the following:

- i. Inadequate Government budget allocations for physical development projects;
- ii. Lack of development plans in some of the MUST land;
- iii. MUST not utilizing the investment potential inherent in its parts of land; and
- iv. Lack of investment policy on University land.

3.3.3 Policy Statement

MUST shall facilitate investment on University land through partnership with both public and private parties and ensure that comprehensive land use development strategies are achieved.

3.3.4 Strategies

The following strategies will be adopted in order to achieve a comprehensive land development and investment:

- i. Solicit funding for University land development activities;
- ii. Prepare business plans for MUST land;
- iii. Embarking on construction of high rise buildings on MUST's land so that additional or a served space(s) can be rented out to generate income; and
- iv. Prepare Land use Masterplan for MUST land and prepare guidelines for investing on University land as the need arises.

3.4 Building Construction and Infrastructure Development

3.4.1 Introduction

MUST is expanding in terms of increased number of students and staff. The available buildings and infrastructure are inadequate in terms of: building spaces, parking facilities, internal roads and walkways and have not taken much consideration for physically challenged people. Inadequacy also exists in infrastructure like water and electricity. Given the rate at which the University is expanding, it is obvious that the situation is worse, that need to be improved.

3.4.2 Policy Issues

Policy issues to be addressed include:

- i. Slow pace of building construction and infrastructure development;
- ii. Inadequate provisions of standby electricity and water supply facilities;
- iii. Inadequate car parking spaces, internal roads and walkways; and
- iv. Inadequate considerations for physically challenged people in the design of, and existing buildings and its associated infrastructure.

3.4.3 Policy Statement

The University shall ensure construction of adequate buildings and infrastructure with due considerations to physically challenged people.

3.4.4 Strategies

The following strategies will be adopted to address the above policy issues:

- i. Solicit funds and increase the pace of new building for lectures rooms, laboratories, studios and workshops;

- ii. Ensure any new and existing infrastructures accommodate facilities for people with special needs for both interior and exterior parts;
- iii. Ensure proper management of power supply including usage of renewable sources, (e.g solar), and use of boreholes and rainwater harvest system as alternative water sources; and
- iv. Increase car parking facilities and renovate internal roads and walkways.

3.5 Maintenance and Rehabilitation of Buildings and infrastructure

3.5.1 Introduction

Once buildings and infrastructure are in place, they require to be maintained, and rehabilitated from time to time. Their depreciation rate is greatly reduced if maintained timely. As for this, the maintenance and rehabilitation require adequate funds. MUST, to the large extent depends on development funds from the Government, which is often not disbursed at all or when disbursed, it is not adequate to meet all the University's development needs. As a result, maintenance and rehabilitation of University buildings and infrastructure is not effected as might be required.

The University also lacks a comprehensive maintenance plan which could help in forecasting maintenance and rehabilitation requirements with respect to various buildings and infrastructure. Also, due to inadequate funds allocated for maintenance and rehabilitation of buildings and infrastructure, insufficient materials for such purposes are procured; hence sometimes the Directorate fails to undertake even minor maintenance and repairs.

3.5.2 Policy Issues

The Policy issues to be addressed under this Policy area include:

- i. Declining funds from the Government for financing the maintenance and rehabilitation of buildings and infrastructure;
- ii. Lack of comprehensive maintenance plan;
- iii. Lack of stocking of fast moving maintenance materials; and
- iv. Lack of plans for emergence repairs/maintenance.

3.5.3 Policy Statement

MUST shall put in place a well-defined system that ensures availability of funds for carrying out maintenance and rehabilitation of buildings and infrastructure activities.

3.5.4 Strategies

The following strategies will be adopted in order to ensure that there is a comprehensive and effective system for maintenance and rehabilitation of buildings and infrastructure at MUST:

- i. Ensure allocation of adequate funds for maintenance and rehabilitation of infrastructure;
- ii. Ensure to describe critically criteria for any outsourced works for all maintenance and rehabilitation works;
- iii. Establish a well-defined and a comprehensive maintenance plan and schedules;
- iv. Establish adequate plans for emergence repairs/maintenance;
- v. Ensure adequate stock for the highly used maintenance materials to match with the requirement; and
- vi. Ensure certain amount of fund is always available to cater for a needing emergence event.

3.6 Service, Maintenance and Repair of Assets/Equipment/Facilities

3.6.1 Introduction

The University has to ensure continuous and timely execution of both planned and emergence maintenance of its assets. At the moment, DETS lack system for execution of both planned and routine assets' maintenance needs. In many cases, assets such as printers, scanners, photocopiers, generators and fire extinguishers are repaired but unreliable service providers.

It has also been observed that the procedure for reporting maintenance issues is obscured and not known to asset users. It is common for asset users to report the repair and maintenance issues directly to technicians verbally or through a phone call without informing or seeking approval of the custodian of the asset or the DETS' officer responsible for the maintenance. Absence of appropriate reporting system causes lack of records on the dates in which the maintenance is executed and the next due date. Similarly, it is difficult to verify whether the maintenance has been carried out effectively or not. The common practice has been that Job Maintenance Forms are not always filled by the users, and when they are filled in, users do not sign them immediately after repair has been carried out.

MUST has some staff responsible for service, maintenance and repair of equipment. However, in some cases, it is hard to see daily inspections and monitoring of equipment that enable always to have an up-to-date database of maintained assets against ones not repaired. For that reason, it is observed that there is long overdue service for some equipment, e.g. the power generators, fire extinguishers, photocopiers, printers, etc despite the fact that their servicing is supposed to be undertaken strictly according to their respective schedules.

It is also observed that the Estates and Technical Services Directorate does not always fully verify the status of the assets after being repaired by the contracted service providers, when this service is adopted.

Coding of assets is also given little consideration. Some University assets exist with old coded system without being updated. Also, sometimes, there exist tendencies of newly completed buildings delay from being recognized for the sake of registering them as Government assets.

3.6.2 Policy Issues

The following issues are to be considered with regard this Policy area:

- i. Lack of planned and routine maintenance programmes for repairing of the assets;
- ii. Delays in the execution of maintenance works;
- iii. Lack of awareness on the procedures for reporting maintenance issues;
- iv. Absence of asset maintenance records;
- v. Limited budget for carrying out maintenance works;
- vi. University assets exist with old coding system; and
- vii. Newly finished projects delay to be recorded as the University assets.

3.6.3 Policy Statement

MUST shall put in place a comprehensive and cost effective asset repair and maintenance system.

3.6.4 Strategies

The following strategies will be adopted in order to achieve a comprehensive and cost effective repair and maintenance system of the assets:

- i. Establish maintenance execution programmes in line with the asset manuals and specifications;
- ii. Establish a timeframe on which the reported maintenance cases can be dealt with by the responsible unit depending on the level of urgency or priority;
- iii. To device and publicize asset maintenance reporting system by using the University's Website, fliers and leaflets;
- iv. Estates Staff to have updated training on assets maintenance;
- v. Continue soliciting funding from the Government and look for other sources of funds;
- vi. Give special consideration for funding of repair and maintenance of assets;
- vii. Establishment of a help desk in the DETS to receive complaints and feedbacks. In the same line an online system would be established to allow users report problems;
- viii. Ensure University assets are coded timely; and
- ix. Any new completed buildings and other fixed assets are reported and recorded in the University asset book.

3.7 Fire, Safety and Security

3.7.1 Introduction

Fire, safety and security are significant aspects which require special attention in the University. In addition to having a huge number of assets which are prone to fire and theft, the University has a large population including students, staff and visitors. All assets and people need to be protected against fire, and all other threats to safety and security. It has also been observed that preparedness for firefighting is inadequate. The University has insufficient and inadequate firefighting equipment and as well as knowledge and awareness on the part of students and staff regarding the event of fire outbreak.

Security at the University is also inadequate. The University has hired a private security firm but given the University land area, the security guards cannot cover all places. The University compound is not surrounded by a fence hence it is trespassable in all places. This brings great security risk in the University compound.

Also, there is uncontrolled access to the University compound even at the main gate. It has been observed that, at the main gate, in many cases, those who enter or leave the University compound do not strictly declare their personal effects. Also, sometimes, the responsible security guards do not take this matter seriously. Therefore, people with bad intentions may enter and leave the University compound without any sort of strict inspection hence safety and security risk.

MUST has no operational procedures and guidelines that govern fire, safety, security and natural disasters such as lightning, earthquake, etc. Having such fire fighting, security and natural disasters guidelines for wellbeing of MUST community is important.

3.7.2 Policy Issues

With regard to fire, safety and security at MUST, the following Policy Issues need to be addressed:

- i. Inadequate provisions of firefighting equipment at the University;
- ii. Inadequate security at the University;
- iii. Inadequate safety along internal roads and the surrounding areas;
- iv. Staff and students' awareness on security and fire hazards is inadequate;
- v. Uncontrolled entrances to the University posing risk in provision of effective security services to MUST community;

- vi. Absence of Fire Fighting Guidelines;
- vii. Absence of Physical Security Guidelines; and
- viii. Lack of natural disasters preparedness guidelines.

3.7.3 Policy Statement

MUST shall put in place adequate systems for firefighting preparedness and to ensure safety and security of people and property.

3.7.4 2.8.4 Strategies

The following strategies will address fire, safety and security matters at MUST:

- i. Ensure that efficient, quality fire safety and alarm system equipment are in place and operational in all MUST buildings;
- ii. Install security lights along internal road networks and access paths;
- iii. Provide speed humps and road signs on internal roads at strategic locations;
- iv. Ensure provision of training to MUST employees and students on fire hazards awareness, personal security and proper use of public properties/facilities;
- v. Construct a fence around the University compound, especially around the built-up area;
- vi. Introduce safety precaution/directive signals such as escape exit, direction to use firefighting equipment etc.;
- vii. Formulate Fire Fighting Guidelines;
- viii. Formulate Physical Security Guidelines; and
- ix. Have in place natural disaster preparedness Guidelines.

3.8 Utility Availability, Use and Management

3.8.1 Introduction

MUST uses piped works for distribution of water. It ensures reliable water availability by having a good number of water storage tanks. In order to keep pace with the increasing water needs, deep water well was excavated, but infrastructure to make use of this water is not yet deployed. It is observed that, due to increasing number of staff and students, the capacity of water infrastructure is inadequate. The water infrastructure is not properly secured and theft and vandalism of parts of the facilities have been reported.

MUST relies on using electricity from Tanzania Electrical Supply Corporation (TANESCO). Although some alternative sources such as solar power are in use, this effort is insufficient to help contribute to cost savings.

Sometimes, the University experiences frequent power outages. In order to curb out this problem the University has to procure and install own standby generator(s). Again, it has been noted that management of power supply at the University is highly lacking. Timely servicing of electricity related facilities is yet to be achieved as required; this affects their life span.

Lack of adequate funds for maintenance and rehabilitation of utilities has been noted as a critical problem. The University community also lacks awareness on sustainable use of water and electricity.

3.8.2 Policy Issues

The following policy issues are addressed with regard to this Policy area:

- i. Inefficiency in managing utilities infrastructure to ensure their sustainability;

- ii. Inadequate funds to finance the running of standby generators to supplement for electricity supply for the entire University;
- iii. Lack of awareness on sustainable use of water and electricity;
- iv. Unsafe, unreliable and inadequate water supply; and
- v. Inadequate alternative sources of power.

3.8.3 Policy Statement

MUST shall ensure availability of reliable power, water supply and other utilities.

3.8.4 Strategies

The following strategies will be adopted so as to ensure availability of reliable power, water supply and other utilities:

- i. Encourage energy efficiency in buildings;
- ii. Ensure that sustainable energy generation is in place and practiced;
- iii. Embark on development of infrastructure and use of rain water harvesting, and, or drilled water as alternative water sources;
- iv. Improve internal water supply network and storage capacity;
- v. Encourage re-use of wastewater for gardening;
- vi. Enhance management of water infrastructure by employing well-trained and specialized personnel;
- vii. Enhance awareness on the part of the University community regarding sustainable use of water and electricity;
- viii. Allocate adequate funds for repair and maintenance of utilities infrastructure; and
- ix. Install solar power system to supplement TANESCO power.

3.9 Adoption of CMMS in Estate Management Services

3.9.1 Introduction

Currently, MUST uses traditional approaches in the management of activities within DETS. The University is yet to adopt modern Computerized Maintenance Management System (CMMS) technology which uses specialized estate management software. Adoption of modern CMMS technology could greatly enhance DETS operations at the University. Also, there is no helpdesk where DETS related problems could be reported and recorded on a daily basis.

3.9.2 Policy Issues

The following Policy Issues need to be addressed:

- i. Use of traditional estates management approaches in day-to-day operations; and
- ii. Absence of a Helpdesk where estates and related activities' problems could be reported and recorded on a daily basis.

3.9.3 Policy Statement

MUST will adopt CMMS and establish a special Helpdesk to manage its operations.

3.9.4 Strategies

The following strategies will be adopted so as to ensure that a CMMS in estates management services is operational at MUST:

- i. Procure, install and commission specialized software for estates management;
- ii. Conduct special training to DETS staff on the use of CMMS;
- iii. Establish a special Helpdesk for receiving and recording estates-related problems; and
- iv. Enhance MUST community awareness on the use of CMMS.

3.10 Provision of Suitable Accommodation

3.10.1 Introduction

It is perceived that some MUST staff do not perform as might be expected for a number of reasons. Those who secure accommodation away from the Campus get inconvenience on coming early and leaving the University late, disturbances before securing accommodation, or even secure accommodation in areas that are not so safe for themselves and their properties. As such, it is observed that performance of staff who face accommodation problems can be improved if they are provided with appropriate accommodation. At present, the University has total of 5 blocks each with 16 apartments, giving a total of 80 apartments and five senior residential houses. These facilities accommodate only 15.5% of all MUST employees.

According to the Government Circulars, the University is responsible to provide free housing to its entitled staff. The University may also provide accommodation to its eligible staff where such houses for accommodation are available. Where the entitled staff are not provided with such accommodation, the University is obliged to pay Housing Allowance. An entitled staff may opt to stay in his/her own house and claim Housing Allowance from the University, if the University do not provide him/her with accommodation.

Currently, house allocations are based more on criteria that favour marital groups and family size and thereby putting unmarried staff members on a waiting list for a long period. Although these criteria may have some logic; it needs to be reviewed and balanced.

The house rent charged to staff based on the size of the house. It is also observed that these rent charges are rather low and may not meet the maintenance requirements. The use of payments on percentages of Staff

salary by eligible staff occupying a University house (as directed in Government Circular) can be applicable at MUST.

The habitability of University houses is largely impaired by lack of enforcement of regulations on the liability of the outgoing occupier for improper use of fixtures and fittings. Furthermore, funding for repair and maintenance of staff houses is largely inadequate.

It is also observed that tenants make alterations on the University house to make it attractive to them; this undertaking is not appropriate.

3.10.2 Policy Issues

The following policy issues need to be addressed:

- i. Widely acceptable housing renting based on percentages of the eligible staff salary is not adopted;
- ii. No appropriate criteria of use on housing allocation;
- iii. No appropriate binding contract that mandates the Tenant to take care of the fixtures and fittings;
- v. In case of separation by couples, retirement or death of Tenant, there is no clear guideline on how to handle the situation; and
- vi. Housing needs eligible with special needs or responsibilities are not considered.

3.10.3 Policy Statement

MUST shall ensure Provision of suitable accommodation to its entitled and eligible staff members

3.10.4 Policy Strategies

- i. The house rent for eligible staff shall be changed based on percentage of staff salaries as per prevailing Government Circulars;
- ii. Housing allocation to staff should be in accordance with the housing allocation criteria set out in Appendix 1;

- iii. The University should enter into a contract agreement with tenants and enforce the housing regulations so that improper use of the fixtures and fittings are accounted for by the vacating staff;
- iv. A tenant should not be allowed to make any alterations on the University house. If minor alteration occurs, for example, to suit people with special needs, DETS would be involved;
- v. For cases where the University house occupant defaults the set deadline to vacate the house, eviction procedures shall apply;
- vi. Where it happens that married couples both working at the University separate, one retires or one dies, the other one should retain the house if h/s deserves, otherwise, h/s should be allocated a house of his/her category;
- vii. University houses should be constructed in consideration of people with disabilities;
- viii. The University Management may waive rent payment for staff whose duties require them to be on campus and standby 24 hours in lieu of compensation they would have been entitled to for the extra and late hours that they will be called for duties; and
- ix. Entitled staff should be given free housing by the University as per Government Circular.

3.11 The University House Use for Special Circumstances

3.11.1 Introduction

Circumstances may occur that University houses are occupied by staff who are on study leave, or who have been terminated, resigned, retired, deserted their spouses or deceased. Some of these occupants are paying the “economic rent” to the University. This arrangement defeats the entire objective of the University Housing Policy of providing houses to its on post staff.

3.11.2 Policy Issues

The following Policy Issues need to be addressed:

- i. Any staff going for a leave not paying for housing rents;
- ii. Staff accompanied by his family on long study abroad not vacating the University house;
- iii. Staff terminated in the service not vacating from University house timely;
- iv. Staff who resigned from service not vacating from University house timely;
- v. Upon death of the staff, other family members not vacating from University house timely;
- vi. A University Staff deserts his/her spouse with legal divorce papers, the deserted party not leaving the University house timely;
- vii. A retired staff not vacating University house timely; and
- viii. Subleasing the University house to another Tenant.

3.11.3 Policy Statement

MUST shall ensure the use of University houses follows the criteria addressed in this Policy.

3.11.4 Policy Strategies

- i. University Staff going on Leave Without Pay should vacate the houses within three months without further extension and shall pay rent for the said three months;
- ii. Staff members on long term studies abroad exceeding one year and accompanied by family should handover the housing unit back to the University prior to their departure;
- iii. Staff members on studies abroad and on housing waiting list, should notify the University administration six months prior to their return;
- iv. Staff members returning from abroad who occupied University houses before, and the newly recruited staff may be accorded priority in the allocation of University houses;

- v. Upon termination from University services, the staff should vacate the University house within three months without further extension and shall pay rent for the said three months;
- vi. Upon resignation, the staff should vacate the University house within three months after receiving response from the employer, and should pay rent for the said three months;
- vii. Upon death of a staff, the family should vacate the house within six months except if the remaining spouse is eligible University staff, and he/she may be re-allocated on his/her own merits;
- viii. Where the University staff occupying a University house deserts his/her spouse with legal divorce papers and decides to vacate the University house, if the deserted spouse is not a University staff, the staff should ensure that the house is vacated and handed over within three months. If the deserted spouse is a University staff, he/she should be offered appropriate accommodation;
- ix. Retirees on contract terms are not eligible for staff housing units and should therefore vacate the University housing units;
- x. Subleasing of University housing units or part thereof by tenants is prohibited;
- xi. University housing should never be used for illegal activities, such as narcotic drug trafficking or use, prostitution, human trafficking, storage of stolen goods, hiding of criminals and the like. Any tenant acting in violation of this rule shall be evicted from the University housing unit he or she is occupying and forego the privilege of ever being housed by the University; and
- xii. Tenants are required to abide by the rules governing University housing given in Appendix 1, failure of which rules shall warrant eviction.

3.12 Construction of more Houses to serve University Staff

3.12.1 Introduction

Provision of accommodation to employees who qualify for the same, contributes greatly on achievement of Estates Policy's objectives. It can be accepted that, with proper plans, houses may be constructed that serve all entitled University staff on accommodation issues. In order to cope with the scarcity of housing units, the University should construct more staff houses.

3.12.2 Policy Issues

The following staff house construction issues need to be addressed:

- i. The University lacks plans for engaging public and private property developers in construction of staff housing through Public-Private Partnership (PPP) projects;
- ii. Part of University development funding is not planned for construction of staff housing; and
- iii. Part of rent charges received is not set aside for new housing development.

3.12.3 Policy Statements

MUST shall embark on construction of more Houses aimed to serve all the eligible and entitled University Staff.

3.12.4 Policy Strategies

- i. In line with the mortgage financing scheme, the University should solicit Government guarantee for the construction of staff houses through public and private housing developers;
- ii. Part of the Capital Development fund should be directed towards the construction of new staff houses; and
- iii. Part of the income generated by the University and house rent should be directed towards the construction of staff houses.

3.13 Effective Maintenance of University Staff Houses

3.13.1 Introduction

The University should put in place maintenance guideline for the University staff houses. There should be a dedicated account for maintenance purposes and part of the rent collected from houses should be deposited in this account. Lack of reliable and routine maintenance has resulted into vacant houses remaining unoccupied for long periods of time. Misuse of housing units also results in increased maintenance costs.

3.13.2 Policy Issues

The following staff Maintenance Issues needs to be addressed:

- i. A dedicated staff house account is needed;
- ii. The rent not being set aside for maintenance of staff house account;
- iii. University fixtures not being cared properly by tenants;
- iv. Maintenance done by tenants without prior approval;
- v. Vacated houses staying for long time before being maintained;
- vi. Some houses being used inappropriately; and
- vii. Houses not being inspected regularly by the DETS.

3.13.3 Policy Statements

MUST shall ensure that it has proper plans for effective maintenance staff houses.

3.13.4 Policy Strategies

- i. A dedicated maintenance bank account should be established to cater for maintenance and rehabilitation of staff houses;
- ii. The collection from University staff house rent should be directed towards the maintenance account;
- iii. It shall be the duty of the tenant to take due care of University properties affixed or put in the housing unit he/she is occupying. Any

- damage to such properties caused negligently by the tenant shall be made good by the staff;
- iv. Tenants should be allowed to effect minor repairs with the supervision of the DETS;
 - v. All maintenance works shall be aimed at restoring a housing unit to its original form and shall not alter its original design;
 - vi. Vacated houses which require minor maintenance should be repaired within a reasonable time after the house has fallen vacant;
 - vii. Tenants are bound to keep housing units they are occupying clean and the surrounding environment beautiful. Keeping of animals and agricultural activities around the units is strictly prohibited; and
 - viii. Tenants are bound to allow for inspection of housing units and surroundings by the University Management.

3.14 University Land and Spaces Functionalities

3.14.1 Introduction

University has its potential land on which the boundary position may not be fixed due to some neighbors encroaching it creating unnecessary misunderstanding. The land surrounding the University may inappropriately be used by staff or any other person due to lack of provision of zoning that defines plots in terms of sizes and functionalities as well as lay down criteria on their use. It is also observed that with the growing land demand for various usage, individuals from within or outside the University may be involved in land grabbing. If restriction is not secured, some conflicting land use disputes may arise. Yet it may be difficult to manage the University land; without a clear policy and Management intervention.

3.14.2 Policy Issues

The following Issues need to be addressed:

- i. Frequent University boundary review and demarcation of the beacons is suboptimally done;
- ii. Division of University land into zones, indicating sizes and functionalities is not in place;

- iii. Functionalities on each zone need to be well stated, planned and specified task implemented and results measured and evaluated;
- iv. Lack of appropriate procedure to allocate a portion of land to be given to each University staff for his/her farming activities provided that s/h adheres with the set down guideline
- v. No approval mechanism is in place to allocate University spaces needed by other organs within or from the outside University for functions not stated in the Masterplan.

3.14.3 Policy Statement

MUST will ensure that the University land is well demarcated, areas divided into zones, functionalities well stated and guided during the time of use.

3.14.4 Strategies

- i. University boundaries should be reviewed frequently and demarcated, ensuring that beacons are easily visible externally;
- ii. University land should be divided into zones, sizes indicated/known and stored in reliable database, and the functionalities well stated;
- iii. Functionalities of each zone where stated, the University masterplan should be drawn and specified task (e.g. new investment) implemented and results measured and evaluated;
- iv. Interested University staff member should be leased a portion of land for farming activities provided that he/she adheres with the set down criteria;
- v. Mashamba guidelines should be formulated; incidences of encroachment and land grabbing for farming should be dealt with in accordance with prevailing laws, regulations and guidelines. and
- vi. Any University spaces in which a size is stated, functionality stated; if needed by any organ within or from the outside University for functions not stated in the Master plan, the approval must come from the University highest authority where a request would be channeled through the DETS subcommittees and committees.

3.15 Environmental Management

3.15.1 Introduction

In MUST's context, environmental management entails taking care of the physical (soil, water and air) and biological (Humans, animals/fauna and plants/flora) ecosystem. The University has an obligation to conserve the environment and prevent pollution for the betterment of the entire community.

The Environmental and Services Section at DETS is responsible for overall cleanness of both interior and exterior of buildings together with the general surroundings. However, there are areas that are not currently covered properly by DETS' day-to-day operations. They include wastewater, solid waste, soil erosion, flora/fauna and air pollution. The Policy provides direction on how to go about managing the University's environment.

3.15.2 Policy Issues

The following issues need to be addresses:

- i. Rainwater surface runoff is not controlled;
- ii. Wastewater management is suboptimal;
- iii. Soil waste collecting points are at poor state;
- iv. Soil degradation/erosion prevention is not practiced;
- v. Tree planting campaign is not systematic;
- vi. Fumigation against harmful insects, rodents and reptiles is not done regularly; and
- vii. There is lack of awareness and enforcement on prevention of noise pollution.

3.15.3 Policy Statement

MUST shall ensure efficient and sustainable environmental management for proper conservation and pollution control.

3.15.4 Strategies

- i. The University should have in place rainwater harvesting system to prevent flooding that affects the neighborhood community;
- ii. All MUST sewage systems should be connected to the main pipe of Mbeya City Council (MCC) Central Sewer;
- iii. Solid waste collection points should be rehabilitated; burning should strictly be prohibited and garbage should be picked regularly;
- iv. The University land that is leased as 'Mashamba' should be monitored to ensure that sloppy areas are terraced to prevent soil erosion;
- v. Tree planting on the University land should be done regularly. Sustainable harvesting may be effected in accordance with the established land use plan. In addition, floriculture should be done around building and recreational gardens;
- vi. Fumigation should be done systematically to control harmful insects, rodents and reptiles; and
- vii. Noise levels should be controlled on Campus to conform to the National Environmental Law and Regulations on noise pollution.

CHAPTER FOUR

POLICY COMMUNICATION AND IMPLEMENTATION

4.1 Introduction

4.2 Organizational Structure

The owner of this Policy is the Vice Chancellor, Mbeya University of Science and Technology. Activities relating to implementation of this Policy will be done by the DETS's office. Issues under DETS's and DICT's office will be discussed at three subcommittees, Estates and Technical Services Subcommittee (ETSSC), Real Estates Subcommittee (RESC) and Information and Communication Technology (ICT) then forwarded to Estates and Technical Services Committee (ETSC) for recommendation to the University Council.

Students, teaching staff and technical staff (MUST community) will be reporting maintenance issues to the DETS office that will be handled through the filled-in form(s), and then, approved. The Estates Policy issues will be implemented through an organizational structure with seven hierarchical levels as shown in see Figure 4.1. It shows the position of students, staff, administrative offices and participatory organs

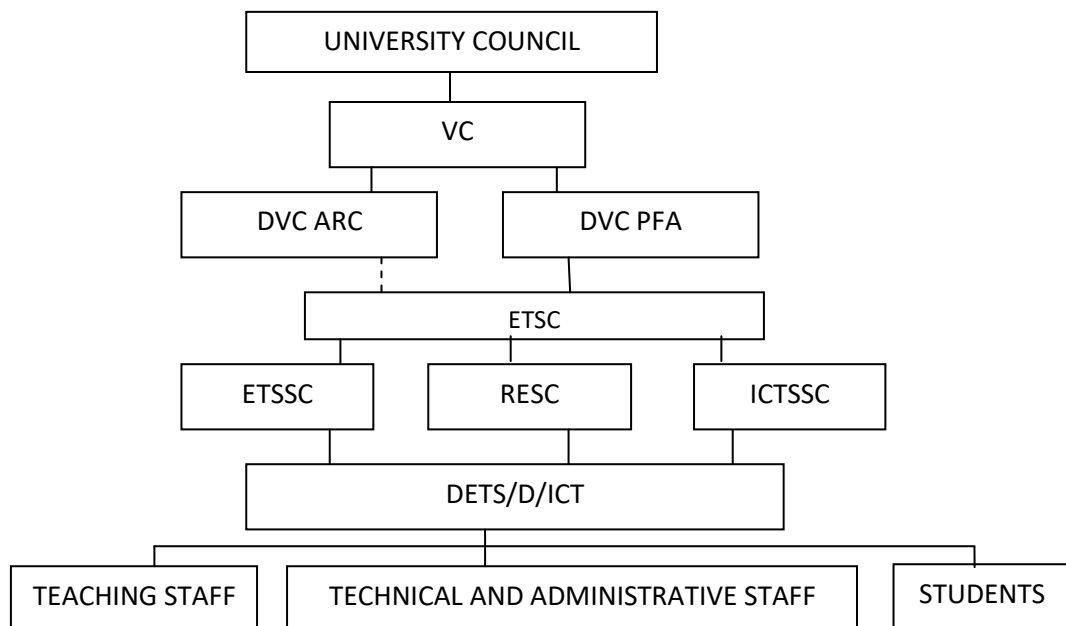


Figure 4.1: Organizational Structure for implementation of the Estates Policy

4.3 Composition of the Committee/Subcommittees

4.3.1 Composition of the Estates and Technical Services Committee

The ETSC shall be reporting policy implementation matters to the University Council and shall be responsible for all technical matters relating to support of University's Vision and Mission. Membership of the ETSC shall be as follows:

- (a) Appointee of the University Council - Chairperson;
- (b) Vice Chancellor (VC) - Member;
- (c) Deputy Vice Chancellor - Research, Academic and Consultancy (DVR ARC) – Member;
- (d) Deputy Vice Chancellor - Planning Finance and Administration (DVC PFA) - Member;
- (e) Director of Estates and Technical Services (DETS) - Secretary;
- (f) Director of Human Resources and Administration (DAHRM) – Member;
- (g) Director of Finance (DF) – Member;
- (h) Dean of Students (DOS) – Member;
- (i) Director of Planning and Investment (DPI) – Member;
- (j) Head, Procurement Management Unit (HPMU) - Member;
- (k) Representative from Workers Union – Member;
- (l) Representative from MUSTSASA – Member;
- (m) Director of Information Communication and Technology (DICT) – Member;
- (n) Legal Officer - Member;
- (o) Principal, MUST Rukwa Campus College (P/MRCC) – Member;
and
- (p) One member from the City/Municipal/District Engineer - Member;

4.3.2 Composition of the Estates and Technical Services Subcommittee

The ETSSC shall be reporting policy implementation matters to ETSC. This Subcommittee will be involved with solely technical issues within the Estates and Technical Services Directorate. The membership of the ETSSC shall be as follows:

- (a) The Deputy Vice-Chancellor, Planning Finance and Administration (DVC PFA) – Chairperson;
- (b) Deputy Vice-Chancellor Academic Research and Consultancy (DVC ARC) - Member;
- (c) Director of Estates and Technical Services (DETS) - Secretary;
- (d) Director of Human Resources and Administration (DHRA) – Member;
- (e) Director of Finance (DF) – Member;
- (f) Dean of Students (DoS) – Member;
- (g) Director of Planning and Investment (DPI) – Member;
- (h) Head, Procurement Management Unit (HPMU) - Member; and
- (i) Estates Officer – Member.

4.3.3 Composition of the Real Estates Subcommittee (RESC)

The RESC shall be reporting policy implementation matters to ETSC. This subcommittee will be involved with issues relating to Mashamba, Spaces and Housing. The membership of the RESC shall be as follows:

- (a) Deputy Vice-Chancellor, Planning Finance and Administration (DVC PFA) – Chairperson;
- (b) Director of Estates and Technical Services (DETS) - Secretary;
- (c) Chairperson for Housing and Space allocation – Member;
- (d) Chairperson for Mashamba - Member;
- (e) Secretary for Mashamba – Member;
- (f) Director of Human Resources and Administration (DHRA) – Member;
- (g) Director of Finance (DF) – Member;
- (h) Director of Planning and Investment (DPI) – Member; and

- (i) Estates Officer – Member.

4.3.4 Composition of the Information and Communication Technology Subcommittee (ICTSC)

The ICTSSC (which has its own policy) shall be reporting its implementation matters to ETSC. This subcommittee will be involved with issues relating to Information and Communication Technology Services Statistics. The membership of the ICTSSC shall be as follows:

- (a) Deputy Vice Chancellor – Planning, Finance and Administration – Chairperson;
- (b) Deputy Vice Chancellor – Academic, Research and Consultancy – Member;
- (c) Director of Information and Communication Technology – Secretary;
- (d) Director of Estates and Technical Services – Member;
- (e) One Staff representative from each College/School/Institute – Member;
- (f) Two Students representatives (at least one should be female) – Members; and
- (g) One co-opted member who is an ICT expert from outside MUST.

4.4 Role of the Committee/Subcommittees

Any member or invitee to the Subcommittees or Committee would be expected to discuss issues brought into the meetings for the sake of seeking improvement. These members or invitees are also expected to use their broad knowledge about the University's infrastructure, such that they bring-in infrastructural challenges and contribute efforts towards their improvement. DETS, who is the Secretary will provide day to-day management of operations of the estates; bringing the meeting works performance status as well as filling works operation reports. The Chairperson will provide guidance to all meetings for Subcommittees and Committee and ensure that the estates policy is implemented as desired.

4.5 Rights and obligations/roles of stakeholders

The stakeholders to this Policy are all MUST community members, including: Teaching staff, administrative staff, supporting staff and students. Each of these stakeholders are supposed to instill the culture of treating the University property as their own. They will be expected to report technical faults or any issues relating to maintenance to the DETS' office following appropriate channels. Where needs arise, their cooperation is highly needed in the works' performance.

CHAPTER FIVE

MONITORING AND EVALUATION

5.1 Introduction

This Chapter introduces the mechanisms which will assess the performance of the Estates Management Policy goal and objectives.

5.2 Periodical Evaluation of the Policy

This Section describes Policy's evaluation process that is organized into four subheadings as outlined below:

5.2.1 Policy efficiency

- i. DETS will be in-charge of day to day operations of the Policy issues;
- ii. In the DETS's office, there will be plans and work schedules for corrective and preventive maintenances;
- iii. Financial budgets (planned and recast) for the specified years will be prepared by DETS in collaboration with DPI;
- iv. Status of resources to implement the Policy will also be available at the DETS office together with the challenges that may be encountered;
- v. Operational challenges will be compiled by DETS's staff who will raise them in quarterly meetings; and
- vi. Works challenges from DETS staff will be channeled to the ETSSC, RESC, then to ETSC are reported to the University Council.

5.2.2 Policy effectiveness

- i. ETSSC, RESC, ETSC and University Council all are involved in thorough discussions and decisions on Estates activities;
- ii. There will be a suggestion box for users to put in their opinions; and

- iii. Any maintenance issue to be effected, the user will fill-in forms and, later on, after the work has been done give feedback.

5.2.3 Policy impact

Implementation of Estates Policy depends on the efforts and commitments of four groups:

- i. Teaching staff;
- ii. Technical staff ;
- iii. Administrative staff; and
- iv. Students;

Their cooperation is important for the University's achievement of its Vision and Mission. They should report technical problems timely, responsible management personnel process the file timely; estates staff effect the faults timely and as required. In that way, positive impacts will be realized.

Policy relevance

Issues discussed in this policy are relevant to MUST Community –

All stakeholders named in Section 5.2.3 have roles to play to smoothly operationalize this Policy.

5.2.4 Policy sustainability

Activities to be implemented in this Policy involve the ones that are short, medium and long term ones. There are also those that are temporary and the ones that are permanent. Such perspectives must be understood and enhanced by all stakeholders.

5.3 Evaluation report

Evaluation mainly focuses on the impact of the Policy to the MUST community. The evaluation report will be able to tell whether the resources used have attained the intended outputs.

DETS's office will plan and prepare work schedules for corrective and preventive maintenances. It will also prepare financial budgets (planned and recast) for the specified years, give status of resources implementation and challenges encountered and the solutions there-of. Operational challenges would be absorbed from DETS's employees and other users. The issues should be channeled to the ETSSC and RESC, then to ETSC via the University Council. The information collected and discussed here would help to arrange police review if need arises.

5.4 Policy review and amendments

The Estate and Technical Services Policy shall be reviewed and amended from time to time as need arise. Major review shall be done after every three (3) years.

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- Wizara ya Kazi na Maendeleo ya Utumishi (1988), Waraka wa Watumishi wa Serikali no.3 wa mwaka 1988, Kodi za Nyumba.

Appendix 1

MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY (MUST) RULES GOVERNING THE UNIVERSITY HOUSING UNITS

1. At the time of taking up a housing unit for occupancy, the staff member should check the condition of the house and its furniture and sign the House Inventory Form to certify that he/she found the unit and all the contents in good condition.
2. It shall be the duty of a tenant to take due care of University properties affixed or put in the housing unit he/she is occupying. Any damage to such properties caused negligently by the tenant shall be made good by him/her personally.
3. The tenant should report any incidental defect he/she notices in the housing unit to the Directorate of Estates Services that will be responsible for rectifying such defects.
4. The alteration or addition to the housing unit by the tenant is strictly prohibited unless there is a prior written permission from the Deputy Vice Chancellor - Administration allowing for such alteration or addition to the housing units.
5. The tenant is bound to keep the housing unit he/ she is occupying clean and the surrounding environment beautiful. Note that, keeping of animals such as cattle, goats, pigs, chicken, ducks, and the like that is strictly prohibited practice. agricultural activities around the housing units is also prohibited.
6. Tenants should never use University housing for illegal activities, such as narcotic drug trafficking or use, prostitution, human trafficking, storage of stolen goods, hiding of criminals and the like. Any tenant acting in violation of this rule shall be evicted from the University housing unit he or she is occupying and forego the privilege of ever being housed by the University.
7. When a tenant and his/her family travels abroad for studies or other official duties, for a period not exceeding 12 months, the unit can be left to his/her custody under the care of a recognized person, but if the period exceeds 12 months, the unit will be reallocated to someone else unless special permission is sought and granted by the Deputy Vice Chancellor - Administration.
8. When a tenant wishes to give his housing unit for housewarming while away on a relatively short holiday (1-6 months), he/she must first seek approval from the Deputy Vice Chancellor – Administration, giving details on the person who will house-warm the unit.
9. When a tenant leaves his family when travelling abroad for studies or other official duties, for a period exceeding six months, his/her family (spouse and children) will continue to live in the said unit.
10. When a tenant wants to vacate the housing unit, he/she is required to give notice to the Housing Officer of his/her intention to vacate a housing unit, at least four weeks before departure. The Housing Officer will arrange to have the housing unit inspected before it is vacated.
11. At the time of vacating, the keys for the housing unit must be handed over to the University Housing Officer.
12. House rent will be a percentage of the basic monthly salary of the employee and water charges will be determined by the University from time to time.
13. If a tenant contravenes any of these regulations, he/she shall be liable to eviction and making good any damage/loss caused by him/her.
14. Tenants shall clear all utilities bills before handing over the housing unit.

I declare to have read **and** understood the above rules governing the University Housing Unit.

Signature: Date:

NB: Return the duplicate copy to the Housing Officer.

Appendix 2

CHUO KIKUU CHA SAYANSI NA TEKNOLOGIA MBEYA (MUST) MASHARTI YA UPANGAJI WA NYUMBA ZA CHUO

1. Wakati wa kuhamia kwenye nyumba ya Chuo, mpangaji anatakiwa kukagua hali ya nyumba yenyewe pamoja na vifaa vyote vilivyofungwa au vilivyowekwa kwenye nyumba hiyo na kusaini Fomu maalumu (*House Inventory Form*) kuthibitisha kwamba ameikuta nyumba hiyo ikiwa katika hali nzuri pamoja na vifaa vyake vyote.
2. Ni wajibu wa mpangaji kuitunza kwa uangalifu nyumba hiyo pamoja na vifaa vyote vilivyo katika nyumba hiyo anayokaa. Mpangaji atawajibika yeye mwenyewe kulipia gharama ya uharibifu wa vifaa au mali yoyote katika nyumba hiyo utakaotokana na uzembe, kusudi au uangalifu mbaya wa nyumba hiyo au vifaa/mali hiyo.
3. Mpangaji ana wajibu wa kuripoti haraka kwenye Kurugenzi ya Huduma za Miliki juu ya hitilafu zozote zitakazotokea kwenye nyumba hiyo na hitilafu hizo zitashughulikiwa na Kitengo cha Utengenezaji na Utunzaji wa Nyumba Idara ya Miliki (Estates).
4. Itakuwa marufuku kwa mpangaji kufanya mabadiliko yoyote ya kiujenzi au kuongeza pambo lolote lisilostahiki kwenye nyumba hiyo bila ya kibali cha maandishi kutoka kwa Naibu Makamu Mkuu wa Chuo - Utawala, kuruhusu mabadiliko hayo.
5. Mpangaji ana wajibu wa kuiweke nyumba pamoja na mazingira yanayozunguka nyumba hiyo katika hali ya usafi siku zote. Mpangaji haruhusiwi kufuga wanyama kama ng'ombe, mbuzi, nguruwe, kuku, bata, na wengine wote wanaoendana na hao, kuchoma nyasi na kulima/kuotesha mimea ya chakula (isipokuwa bustani ya maua) katika eneo la Chuo.
6. Mpangaji haruhusiwi kutumia nyumba ya Chuo kwa shughuli zisizoruhusiwa kisheria, kama vile kutunza/kuuza/kutumia madawa ya kulevya, biashara ya ukahaba, usafirishaji watu (human trafficking), kuhifadhi vitu vilivyoibwa, kuficha wahalifu na mengine. Mpangaji yoyote atakayekiuka takwa hili atatolewa kwenye nyumba ya Chuo na hataruhusiwa tena kukaa kwenye nyumba za Chuo.
7. Ikiwa mfanyakazi na familia yake wataondoka kwenye nyumba kwenda nje ya nchi kwa sababu ya masomo au shughuli nyingine za kazi kwa muda usiozidi mwaka mmoja, nyumba hiyo itabaki mikononi mwa mpangaji ikiwa amemwachia nyumba jamaa yake/zake wanaotambulika. Lakini kama muda huo unazidi mwaka mmoja, basi nyumba hiyo itagawiwa mtu mwingine, isipokuwa kama mpangaji ameomba na kupewa ruhusa maalum kutoka kwa Naibu Makamu Mkuu wa Chuo - Utawala, na kuruhusiwa nyumba hiyo kuendelea kuwa chini yake.
8. Ikiwa mfanyakazi atapenda kumweka mtu mwingine katika nyumba hiyo wakati yeye anakwenda likizo fupi (miezi 1-6), mpangaji atalazimika kwanza kuomba kibali cha Naibu Makamu Mkuu wa Chuo – Utawala, akitoa maelezo kamili juu ya mtu atakayeachiwa nyumba.
9. Ikiwa mpangaji aliyeenda nje ya Chuo kwa ajili ya masomo au kazi nyingine za kiofisi kwa kipindi kinachozidi miezi sita, ameicha familia yake katika nyumba hiyo, basi familia yake (mwenza na watoto) itaendelea kuishi katika nyumba hiyo.

10. Ikiwa mpangaji anataka kuhama kutoka nyumba ya Chuo atatakiwa kutoa notisi ya nia ya kuhama kwenye nyumba hiyo kwa Ofisa wa Nyumba wa Chuo angalau wiki nne kabla ya kuhama. Ofisa wa Nyumba atafanya utaratibu wa kuhakikisha nyumba hiyo inakaguliwa kabla ya mpangaji hajahama katika nyumba hiyo.
11. Wakati wa kuhama nyumba hiyo, funguo za nyumba hiyo zikabidhiwe kwa Ofisa wa Nyumba wa Chuo.
12. Kodi ya nyumba ambayo itakatwa katika mshahara wa mfanyakazi, ni asilimia ya mshahara (*basic monthly salary*) pamoja na makato ya maji Shiling kwa mwezi kama itakavyoamuliwa na Chuo.
13. Kama mpangaji atavunja au kukiuka kimojawapo kati ya masharti haya, basi ataondolewa katika nyumba hiyo na kutakiwa kulipia gharama ya uharibifu wowote utakaokuwa umejitokeza.
14. Mpangaji anawajibika kulipa ankara zote kama umeme, maji, n.k. kabla ya kukabidhi nyumba.

Mimi nathibitisha kwamba nimesoma na kuelewa masharti ya upangaji nyumba za Chuo Kikuu cha Sayansi na Teknologia Mbeya.

Saini: Tarehe:

*Rudisha nakala moja Ofisi ya Nyumba.