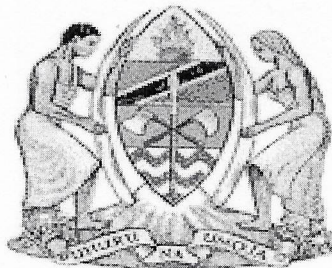


THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF COMMUNITY DEVELOPMENT, GENDER, WOMEN AND SPECIAL
GROUPS



INSTITUTE OF SOCIAL WORK



REPAIR AND MAINTAINANCE POLICY

AUGUST, 2022

FOREWORD

The Institute of Social Work is among Tanzanian higher learning institutions that provides training, research and consultancy in the areas of Social Work, Human Resource Management, Business Administration, Labour Relations, and Public Management. The Institute owns, controls and operates an extensive collection of assets that include buildings, machinery, different operative systems, furniture, as well as vehicles utilized in conjunction with human resource to facilitate the realization of its vision and mission. These assets need to be repaired and maintained in a state that enables the Institute to effectively execute its functions. There is therefore a need for the Institute to develop a consistent approach to the maintenance and repair of its assets while maximizing their useful life and provision of best services. The Policy provides a management framework to ensure that the Institute's extensive collection of assets are maintained effectively to support training, research, consultancy and outreach activities.

On behalf of the Institute, I wish to thank all the individuals who in one way or the other contributed in the rigorous process of formulating this policy. Furthermore, I would like to take this opportunity to request the ISW Management, staff, students as well as all partners and indeed all well-wishers to generously extend their material and moral support during the implementation of this policy. Effective implementation of the Policy will immensely improve the useful life of the Institutes assets.



.....
Dr. Joyce E. Nyoni
Rector, Institute of Social Work

LIST OF ACRONYMS

| | |
|--------|---|
| ICT | Information and Communication Technology |
| ISW | Institute of Social Work |
| ISWASA | Institute of Social Work Academic Staff Association |
| ISWOSO | Institute of Social Work Students Organisation |
| LAN | Local Area Network |
| MCB | Min Circuit Breaker |
| RAAWU | Researchers, Academician and Allied Workers Union |
| THTU | Tanzania Higher Learning Institutions Trade Union |
| UPS | Uninterruptible Power Supply |
| CCTV | Closed-Circuit Television |
| DAWASA | Dar es Salaam Water and Sewerage Authority |

DEFINITION OF KEY TERMS

Assets

Properties, machineries and equipment owned, controlled and operated by an entity/firm/institution.

Business Premises

Premises within the Institute of Social Work that are rented to others, or held for rental. They include but not limited to the cafeteria and shops.

Corrective Maintenance

The actions performed, as a result of failure, to restore an item or asset to its original condition, as far as practicable.

Electrical Equipment

Electric devices such as fans, lights, min circuit breaker (MCB), switches, sockets, Uninterruptible Power Supply (UPS) etc. that functionally rely on electric energy.

Furniture

Furniture means movable things such as chairs, tables, cupboards, etc. that are put into the Institute of Social Work buildings (offices, students hostels, teaching venues and other buildings) to make it suitable and comfortable for living or working in.

Maintenance

The actions performed to keep an asset in, or bring it up to, a suitable standard whereby it can perform its intended function at optimal efficiency.

Preventive Maintenance

The actions performed to retain an item or asset in its original condition as far as practicable by providing periodic inspection, adjustment, minor repair, lubrication, reporting, and data recording necessary to minimize item or asset breakdown and maximize asset efficiency.

Repair

The actions to restore an asset to a good working order or to improve damage condition so that it can perform its intended function at optimal efficiency.

Staff Housing

Staff Housing means all residential houses owned by ISW to accommodate its employees.

Students Hostel

Building used by Institute for accommodation of its enrolled students.

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CHAPTER ONE

BACKGROUND,

1.1 Background Information

The Institute of Social Work (ISW) is a Tanzanian higher learning institution that was established by the National Social Welfare Training Institute Act No. 26 of 1973 (as amended by the Miscellaneous Act No.3 of 2002) herein referred to as the Act. Currently, the Institute is under the Ministry of Community Development, Gender, Women and Special Groups. The Institute was established for the purpose of providing training, research and consultancy activities in the field of Social Work, Community Development and other related fields. ISW currently offers training, consultancy, and outreach services in the areas of Social Work, Human Resource Management, Business Administration, Labour Relations and Public Management.

The Institute started operating in 1974 in a rented building of the Tanzania Episcopal Conference at Kurasini before moving to the present location at Kijitonyama, Dar es Salaam in 1978. Currently, the ISW owns, controls and operates a number of assets including buildings (Information Resource Centre building, classrooms, students hostels, staff quarters, students cafeteria and others), machineries (lifts and generators), furniture and different electrical/electronic systems such as Air Conditioners (AC), Closed Circuit Television CCTV) to mention a few. Therefore, the assets require maintenance and repair to ensure they are in a good working condition at all times.

It is against this background that, the Institute has taken the initiative of developing the Repair and Maintenance Policy to guide maintenances and repair activities of its assets.

1.2 Vision and Mission of ISW

1.2.1 Vision

Leading provider of high quality training, research and consultancy services in Social Work and other areas responsive to societal, national and global needs.

1.2.2 Mission

To transform individuals' and the community's life by conducting high quality training programs, research and consultancy services that lead to socio-economic development of the country.

1.3 Objectives of ISW

The major objectives of the Institute as stipulated in the Establishment Act are to:

- i) Provide facilities for the study of, and for training in, the principles, procedures and techniques of community development and social welfare and such other related subjects as the Institutes Board may decide.
- ii) Conduct training programs leading to professional qualifications in generic and multi-functional social welfare practice and development and such other related subjects as the Institutes Board may decide.
- iii) Stimulate and promote the pursuit by students of specialized and higher professional courses of study in social work in accordance with national policies and development requirements.
- iv) Inculcate a sense of public responsibility in the students and to prepare them to work with the people of Tanzania for the benefit of the nation.
- v) Co-operate with the Government of the United Republic of Tanzania and other persons or organizations in carrying out any of the purposes for which the institute is established.
- vi) Sponsor, arrange and provide facilities for conferences and seminars for discussion of matters relating to welfare and social development.
- vii) Conduct examinations and to grant diplomas, certificates and other awards of the Institute.
- viii) Arrange for the publication and general dissemination of materials produced in connection with the work and activities of the Institute.

CHAPTER TWO

POLICY RATIONALE, OBJECTIVES, SCOPE AND SITUATIONAL ANALYSIS

2.1 Rationale of the policy

The ISW has been expanding since its establishment in the early 1970s. Currently it operates in two campuses i.e. Kijitonyama, Dar es Salaam (The main campus) and in Kisangara, Mwanga district. In addition, the Institute has a 150 acres plot in Msoga, Chalinze district. Moreover, the ISW is expected to expand by establishing other campuses in other parts of the country based on the growing needs and feasibility studies. Currently, the ISW has a number of buildings, machinery and equipment that facilitate the institute's core functions therefore, the need to have the same in good condition and functional at all times. Hence, the need for the institute's "Repair and Maintenance Policy. Currently, ISW does not have any framework to guide its maintenance and repair activities thus, posing some challenges to the maintenance and repair of the institutes equipment and assets.

2.2 Objectives of the Policy

2.2.1 General Objective

The general objective of the policy is to provide an institutional framework through which ISW's assets can be effectively and efficiently repaired and maintained in a cost effective manner.

2.2.2 Specific Objectives

Specifically, the policy aims to:

- (i) Ensure that ISW assets are adequately repaired and maintained.
- (ii) Ensure physical assets are in good working conditions throughout their service life.
- (iii) Guarantee quality of maintenance and repair works.
- (iv) Provide continuous use of facilities without disruptions to the Institute's core functions.
- (v) Clarify maintenance responsibilities for the Institute's assets.
- (vi) Ensure statutory compliance.

- (vii) Provide a sound basis for the allocation of maintenance funds.
- (viii) Protect the Institute's property through preventive maintenance.

2.3 Scope

The Policy applies to the whole Institute in relation to repair and maintenance services of its assets. It covers ISW's approach to preventive and responsive maintenance of all assets which include buildings, machineries, ground, furniture, Information and Communication Technology (ICT) equipment, vehicles, operative systems, roads, and sewage systems. The policy also covers the Estates Unit/Department which is at the forefront of the repair and maintenance of most of ISW's assets.

2.4 Situational Analysis

The ISW owns controls and operates various categories of assets. As far as repair and maintenance is concerned ISW has got a number of strengths including; availability of legal framework of the Institute which gives mandate to engage in maintenance and repair activities, Management support and commitment towards repair and maintenance as well as, having the Procurement Unit, ICT unit and Human Resource Department. However, despite the above, ISW faces a number of weaknesses which impair effective maintenance and repair of the Institute's assets. The weaknesses include: absence of standard guidelines and procedures for repair and maintenance activities, absence of a well-established Estate's unit with the required workforce such as having an Estate's Manager, Transport Officer and Carpenter to guide and provide in-house minor repair and maintenance services. Other weaknesses include: insufficient attention given to the maintenance and repair services, absence of a planned maintenance programme, inadequate building access security measures, delay in assets repair, lack of trained staff to do some in-house repairs and maintenance services and the rapid rate of increase in student's enrollment compared to the Institute's infrastructure's capacity to accommodate the same while minimizing damage of assets.

There are also opportunities such as, the proliferation of new technologies that can lower ICT costs and increased availability of open source applications, strategic geographical

location of the ISW, few competitors in some of its offered courses both at the Dar es Salaam and Kisangara Campuses. In addition, the ISW's Msoga land offers an opportunity for future expansion in terms of assets owned and student and staff population. Notwithstanding these opportunities, ISW faces several repair and maintenance threats for example the ever changing and dynamic operational environment.

CHAPTER THREE

POLICY ISSUES, STATEMENTS AND STRATEGIES

3.1 Introduction

The chapter discusses a number of policy focus areas. In the course of the discussion, it identifies the main policy issues, proposes policy statements and suggests strategies along sixteen (16) focal areas as detailed below.

3.2 Estate Unit

3.2.1 Policy Issues

- a) Insufficient number of staff.
- b) Unavailability of ready available stock for routine repair and maintenance.
- c) Lack of required tools and gears.

3.2.2 Policy Statement

ISW shall put in place a strategy to maintain ISW assets.

3.2.3 Implementation Strategies

- a) ISW shall provide the estate unit staff with opportunities to refine technical skills, increase and expand craft skills, and learn new procedures and practices.
- b) ISW shall provide the unit with additional technical personnel in the area of state management, carpentry and mechanics.
- c) ISW shall ensure funds are allocated to the Estates Unit.

3.3 Teaching Venues

3.3.1 Policy Issues

- a) Insufficient attention given to the maintenance of the ISW Teaching Venues.
- b) Absence of planned maintenance programme.
- c) Inadequate building security measures.

3.3.2 Policy Statements

The ISW shall:

- a) Ensure teaching venues are repaired and maintained accordingly.
- b) Ensure proper cleaning and maintenance of teaching venues.
- c) Strive to provide a safe and secure environment and reduce losses due to theft and willful damage of teaching venues and their associated infrastructure.
- d) Ensure teaching venues are inspected at the end of each semester so as identify repair and maintenance needs.

3.3.3 Implementation Strategies

The ISW shall:

- a) Develop a condition and maintenance needs assessment for classrooms.
- b) Allocate budget for maintenance and repair.
- c) Develop an annual repair and maintenance program and supervision mechanism.
- d) ID cards should be carried by students and staff at all times on ISW premises.
- e) Installation of CCTV cameras in strategic places to monitor ISW assets.
- f) Inspecting teaching venues bi-annually (i.e. end of each semester).

3.4 ICT Equipment and Accessories

The ICT equipment owned and controlled by ISW includes projectors, computers, Uninterruptible Power Supply (UPS), Local Area Network (LAN), servers, printers, photocopiers, Closed – Circuit Television (CCTV) systems etc. The scheduled repair and maintenance shall involve the required software installation, hardware, antivirus and up gradation. In ISW, the ICT unit/department shall be responsible for supervising the repair and maintenance of ICT equipment, facilities and infrastructure according to the laid down laws, procedures, guidelines, best practices and legislations.

3.4.1 Policy Issues

- a) Delay in repair and maintenance of ICT equipment.
- b) Increasing costs of ICT accessories.
- c) Inadequate ICT security procedures.
- d) Inadequate terms and conditions for using the Institute's ICT equipment.

3.4.2 Policy Statements

The ISW shall:

- a) Ensure that ICT equipment, facilities, accessories and services are used properly by authorized users based on their work and study needs.
- b) Protect the Institute's ICT infrastructure from attack by hackers.

3.4.3 Implementation Strategies

- a) Provide scheduled repair and maintenance of ICT equipment, accessories and network infrastructure.
- b) Train the Institutes ICT infrastructure users on how to protect computers and laptops from cyber-attack.
- c) Supervise routine maintenance and repair of ISW's ICT infrastructure.
- d) Ensure funds are allocated for the repair and maintenance of the Institute's ICT infrastructure.

3.5 Students Hostels

3.5.1 Policy Issues

- a) Insufficient attention given to the maintenance of the ISW staff hostels.
- b) Absence of planned maintenance programme.

3.5.2 Policy Statements

The ISW shall repair and maintain students hostels both internally and externally to meet occupational health and safety requirements.

3.5.3 Implementation Strategies

The ISW shall:

- a) Allocate budget for maintenance and repair of students hostels.
- b) Develop an annual repair and maintenance program and supervision mechanism.
- c) Ensure proper cleaning and maintenance of students hostels.
- d) Procure repair and maintenance services in accordance with the requirements of the Public Procurement Laws and Regulations.

3.6 Staff Housing

3.6.1 Policy Issues

- a) A lack of understanding among users on their role in preventive and routine maintenance of staff houses.
- b) Insufficient attention given to the maintenance of the ISW staff housing.
- c) Absence of planned maintenance programme.

3.6.2 Policy Statements

The ISW shall:

- a) Repair and maintain staff housing both internally and externally to meet occupational health and safety requirements.
- b) Manage urgent repairs to prolong the life span of the staff housing.
- c) Repair and maintain all essential services in ISW houses including water, electricity systems and essential safety measures.

3.6.3 Implementation Strategies

The ISW shall:

- a) Develop a condition and maintenance needs assessment for staff houses.
- b) Allocate budget for maintenance and repair of staff houses.
- c) Develop Annual repair and maintenance program and supervision mechanism
- d) Ensure once a staff moves out; repair is done immediately before another staff moves in.

- e) Develop a mechanism that will ensure occupants of the Institute's houses report immediately any damages to the Estate's unit.

3.7 Business Premises

3.7.1 Policy Issues

- a) Insufficient attention given to the maintenance of the ISW business premises.
- b) Inappropriate use and repair of property by leasee.
- c) Absence of planned maintenance programme.
- d) Absence of maintenance and repair control for leased buildings/space.

3.7.2 Policy Statements

The ISW shall:

- a) Repair and maintain buildings both internally and externally to meet occupational health and safety requirements.
- b) Manage urgent repairs to prolong the life span of the ISW business premises.
- c) Repair and maintain all essential services in ISW business premises including water, electricity systems and essential safety measures.
- d) Ensure proper cleaning and maintenance of business premises.
- e) Procure repair and maintenance services in accordance with the requirements of the Public Procurement Laws and Regulations.

3.7.3 Implementation Strategies

The ISW shall:

- a) Develop a condition and maintenance needs assessment for business premises.
- b) Develop annual repair and maintenance program and supervision mechanism.
- c) Monitor and observe maintenance performance.

3.8 Staff Offices

3.8.1 Policy Issues

- a) A lack of understanding among users on their role in preventive and routine maintenance of staff offices.
- b) Insufficient attention given to the maintenance of the ISW staff offices.
- c) Absence of planned maintenance programme.
- d) Inadequate building access security measures.

3.8.2 Policy Statements

The ISW shall repair and maintain its offices both internally and externally to meet occupational health and safety requirements.

3.8.3 Implementation Strategies

The ISW shall:

- a) Develop a condition and maintenance needs assessment for staff offices.
- b) Allocate budget for maintenance and repair of staff offices.
- c) Develop annual repair and maintenance program and supervision mechanism
- d) Ensure proper cleaning and maintenance of staff offices.
- e) Procure repair and maintenance services in accordance with the requirements of the Public Procurement Laws and Regulations.
- f) Develop a mechanism that will ensure office occupants report immediately any damages to the Estate's unit.

3.9 ISW Utilities

The ISW utilities include pipe water infrastructure and sewage system.

3.9.1 Pipe Water Infrastructure

3.9.1.1 Policy Issues

- a) Leakage of pipes leading to increased water bills.
- b) Lack of maintenance schedule.

3.9.1.2 Policy Statement

The ISW shall repair and maintain its pipe water infrastructure to make sure the same functions well.

3.9.1.3 Implementation Strategies

- a) Frequency inspection of pipe water infrastructure.
- b) The Estate Unit under the Human Resource Management Department shall be responsible for supervising the repair and maintenance of ISW pipe water infrastructure.

3.9.2 Sewage System Infrastructure

ISW's Kijitonyama Campus Sewage system is connected to DAWASA's central system who are responsible for repairing and maintaining the sewage infrastructure including servicing and removing blockage once it happens. However, the Kisangara campus does not have such a possibility.

3.9.2.1 Policy Issues

Sewage system not properly maintained and repaired in buildings.

3.9.2.2 Policy Statement

The ISW shall ensure its sewage system infrastructure is repaired and maintained in accordance with the sewage regulation.

3.9.2.3 Implementation Strategies

- a) Frequent inspection and rectification for any fault noted.
- b) Repair and maintenance of sewage infrastructure to be done in-house and outsourced.
- c) Allocate budget for its sewage infrastructure repair and maintenance.
- d) Communicate any repair and maintenance needs for ISW, Kijitonyama campus to DAWASA.

3.10 Machinery

The machines owned and controlled by ISW include electrical generator, fire pump generator and lifts. The ISW shall manage acquisitions, operation, repair and maintenance to ensure that they are used for a long time before disposal.

3.10.1 Generators

3.10.1.1 Policy Issues

- a) Absence of scheduled maintenance of generators.
- b) Inadequate staff trained to operate the generators.

3.10.1.2 Policy statements

The ISW shall:

- a) Conduct regular inspection of its generators.
- b) Ensure ISW is in compliance with machinery operation regulations.
- c) Oversee scheduled maintenance and repair of the Institutes generators.

3.10.1.3 Implementation Strategies

- a) The Institutes shall repair and Maintain all of its generators in accordance with the Public Procurement Act and the Regulations thereto.
- b) Ensure minor repairs and maintenance services are done by in house personnel.
- c) Regular inspection (e.g. battery system, electrolyte level, automatic switch transfer system, cooling system, engine oil and gauges) of the generators to identify repair and maintenance needs.
- d) Ensure all gauges and indicators are functioning properly.
- e) Check the generator for unusual conditions, such as excessive vibration, leaks excessive smoke.
- f) Ensure funds are set aside for the running repair and maintenance of the Institutes Generators.

3.10 .2 Lifts

3.10.2.1 Policy Issues

- a) No guidance on use of lifts by special needs users.
- b) No guidance on the proper use of lifts.
- c) No scheduled maintenance of lifts.

3.10.2.2 Policy Statements

The ISW shall:

- a) Ensure that all lifts in the Institutes buildings are in good working order at all times.
- b) Prepare scheduled maintenance of lifts.
- c) Ensure there are clear procedures in place for all lift users.
- d) Ensure that lifts are thoroughly examined by a competent person before repair and maintenances works are done.
- e) Act on any technical recommendations for remedial action that result from either inspection or examination by a competent person
- f) Keep records for all inspections and maintenance works.

3.10.2.3 Implementation Strategies

- a) ISW to appoint technical staff that will have specific responsibilities in regard to the operation of the lifts and observe lift manufacturer technical advices as provided in purchase.
- b) Frequent inspection of all lifts.
- c) Prompt repair and maintenance of the Institute's lifts by competent service providers and in accordance with the Public Procurement procedures.
- d) Adherence to lift manufacturer's specifications and guidelines.
- e) Prepare a scheduled maintenance of all Institute's lifts.

3.11 ISW Motor Vehicles

3.11.1 Policy issues

- a) Fading of motor vehicles without restoration of original colours.
- b) Absence of funds allocated to drivers for washing motor vehicles.

3.11.2 Policy Statements

The ISW shall:

- a) Undertake maintenance, servicing and repair of all its vehicles in accordance with the Public Procurement Act and its Regulations thereto.
- b) Derive maintenance schedule for vehicles as per manuals supplied by manufacturers.
- c) Send vehicles under warranty to the relevant dealer for the stated period for all scheduled and other repair works.
- d) Prohibit handling loads that could structurally damage the vehicle.
- e) Ensure ISW drivers have some basic training in motor vehicle mechanics. (Trade Test III).

3.11.3 Implementation Strategies

- a) ISW shall ensure proper storage of its vehicles to avoid discoloring.
- b) All ISW vehicles should be disposed after recommended government years to minimize repair and maintenance costs.
- c) Schedule maintenance is done as required and in accordance with laid down government regulations and guidelines.
- d) Allocate budget for its vehicle repair and maintenance.
- e) Ensure all vehicles logbook are dully filled.

3.12 Electrical Equipment

3.12.1 Policy Issues

- a) Electrical lamps switched on all over the weekend in some of the classes and offices.
- b) Delay in repair of damaged electrical accessories.
- c) Loose switches in buildings.
- d) Non-functional electrical switches

3.12.2 Policy Statements

The ISW shall:

- a) Ensure there is a user friendly method of communicating electrical defaults to the Estates unit.
- b) Ensure adequate budget allocation of the repair or routine maintenance of the Institute's electrical Infrastructure is done.
- c) Ensure electrical infrastructure is in a good condition and meets established standards.
- d) Ensure regular inspection of the Institutes Electrical infrastructure is done.

3.12.3 Implementation Strategies

- a) Outsource electrical repair and maintenance services in compliance with the Public Procurement Act and its Regulation.
- b) Availability of electrical accessories stock for repair and maintenance works.
- c) Formulate electrical by laws for weekends users of ISW buildings.
- d) The Estate Unit shall be responsible for supervising the repair and maintenance of electrical infrastructures according to the laid down laws, procedures, guidelines, best practices and legislations.
- e) Allocate budget for its electrical infrastructure repair and maintenance.
- f) Frequent inspection of the Institutes Electrical Infrastructure.

3.13 Fire Safety Systems

In ISW fire safety system include fire detection equipment (such as heat and smoke detectors) fire alarms and fire suppression equipment (such as fire extinguishers).

The Estate Unit shall be responsible for supervising the repair and maintenance of

fire safety systems according to the laid down laws, procedures, guidelines, best practices and legislations.

3.13.1 Policy Issues

Inadequacy fire safety awareness.

3.13.2 Policy Statements

The **ISW** shall ensure:

- a) The Institutes fire-fighting equipment are maintained and repaired as per laws and regulations.
- b) All the Institutes firefighting equipment are in good working condition.

3.13.3 Implementation Strategies

- a) To repair and service fire extinguishers and fire water system services and testing the same based on technical advises.
- b) Outsource repair and maintain service of fire safety equipment in accordance with the PPRA regulations and guidelines.
- c) Frequent inspection of the Institutes firefighting equipment.

3.14 Air Conditioning System

Air Conditioning (AC) system consists of a main indoor air conditioning unit and outdoor unit.

3.14.1 Policy Issues

- a) Delay in repair and maintenance of air conditioners in case of faults.
- b) Absence of scheduled preventive maintenance services.
- c) Frequency faults of AC systems leading to increased maintenance and repair costs.
- d) AC systems operating while windows are open.

3.14.2 Policy Statements

The ISW shall ensure:

- a) The Institute's AC system is always in good working condition.
- b) The Institute's AC system scheduled preventive maintenance services is in place.
- c) Create awareness to the Institute's AC users on how to properly manage the same.

3.14.3 Implementation Strategies

- a) Sensitization of users on the AC's proper operating conditions (i.e. not to operate their AC's while windows are open).
- b) Regular inspection of the Institute's AC system to detect faults.
- c) Timely servicing of all the Institute's AC system are as per schedule.
- d) Allocate budget for its AC system repair and maintenance.

3.15 ISW Furniture

The furniture owned and controlled by ISW includes, chairs stools, benches, tables, desks, shelving units, book shelves, filing cabinets, boards, bedroom furniture for hostels, curtains and classroom/lecture theatre chairs. ISW shall be responsible for repairing and maintaining of the furniture.

3.15.1 Policy Issues

- a) Accumulation of damaged furniture.
- b) Increase in the costs of purchasing furniture due to non- repair.
- c) Lack of a carpenter to provide in-house minor repair and maintenance services.
- d) Lack of formal reporting mechanism and follow up.
- e) Delay in repair and maintenance of furniture.

3.15.2 Policy Statements

The ISW shall ensure furniture used in workplaces namely offices and classrooms are of the acceptable standard.

3.15.3 Implementation Strategies

- a) Furniture located in unoccupied buildings are secured.
- b) Movement of furniture within the ISW is properly supervised by the Estate Unit.
- c) ISW shall ensure that, all broken furniture are thoroughly evaluated for repair prior to any dismantling or disposal.
- d) ISW shall ensure that, repaired furniture which is no longer under warranty shall be promptly done in house or outsourced.
- e) Conduct biannual inspection of all Institute furniture to identify repair and maintenance needs
- f) ISW shall allocate budget for its furniture infrastructure repair and maintenance.
- g) Recruit a carpenter and welder to undertake minor in-house furniture repairs and maintenance.
- h) Major repair and maintenance of furniture to be outsourced in accordance with the Public Procurement Act and the Regulations thereto.

3.16 Landscaping and Ground Maintenance

3.16.1 Policy Issues

- a) Poor solid waste management.
- b) Poor disposal of solid waste by users of the Institute's play grounds or parking places.
- c) Unsatisfactory ground maintenance.

3.16.2 Policy statements

The ISW shall ensure landscaping and grounds are repaired and maintained in accordance with the regulations.

3.16. 3 Implementation Strategies

- a) Appoint a staff to supervise the maintenance of the landscaping and grounds of the ISW and ensure that they are attractive all times.
- b) Proper supervision of the landscaping and ground maintenance companies.
- c) Frequency inspection and repair of damaged benches and walkways, driveways and parking.

CHAPTER FOUR

POLICY OPERATIONALISATION, MONITORING AND EVALUATION

4.1 Policy Operationalisation

The operationalization of the Repair and Maintenance Policy shall be effected upon approval by the Board of Governors.

4.2 Monitoring and Evaluation

4.2.1 Monitoring

The ISW shall ensure that monitoring of all activities for policy operationalisation is done. The purpose is to ensure that the plan is in line with what is expected by the concerned parties. In addition, monitoring shall be conducted to measure the effectiveness and impact of the Repair and Maintenance Policy. Therefore, monitoring will be done on a regular basis with reports being presented quarterly by the Estate's unit to the ISW Management.

4.2.2 Evaluation

The evaluation of the policy is a key to any policy implementation. In this policy, the policy implementation evaluation shall be guided by Key Performance Indicators (KPI) to be developed by the Institute's Estate Unit/Department. In addition, to that the evaluation reports shall be presented to the Institute's management annually.

4.3 Status of the Policy

This is a new policy

4.4 Related Management Organs

- i. The Board of Governors
- ii. ISW Management
- iii. Workers Council
- iv. Deputy Rector-Administration

- v. Human Resource and Administration Department
- vi. Estate Unit

4.5 Review of the Policy

The ISW's Repair and Maintenance policy shall be reviewed after every five years. However, the Board of Governors reserves the right to amend and change any part of this policy and at any time as need arises.

4.6 Policy Owner

The policy shall be owned by the Board of Governors of the Institute of Social Work.

Contact Person

The contact person for any concerns relating to this policy shall be:

The Rector

Institute of Social Work

P.O.BOX 3375, Dar es Salaam, Tanzania

Telephone Number: +255 22 270 0918/2774443

Fax Number +255 222701375

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