**ACRONYMS AND ABBREVIATIONS**

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<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>ARI</td>
<td>Ardhi Institute</td>
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<tr>
<td>ARU</td>
<td>Ardhi University</td>
</tr>
<tr>
<td>BE</td>
<td>Building Economics (Department)</td>
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<tr>
<td>CCE</td>
<td>Centre for Continuing Education</td>
</tr>
<tr>
<td>CEP</td>
<td>Centre for Evening Class Programme</td>
</tr>
<tr>
<td>CICT</td>
<td>Centre for Information and Communication Technology</td>
</tr>
<tr>
<td>DANIDA</td>
<td>Danish International Development Agency</td>
</tr>
<tr>
<td>DMTC</td>
<td>Disasters Management Centre</td>
</tr>
<tr>
<td>DVC-AA</td>
<td>Deputy Vice Chancellor- Academic Affairs</td>
</tr>
<tr>
<td>EE</td>
<td>Environmental Engineering (Department)</td>
</tr>
<tr>
<td>FAP</td>
<td>Faculty of Architecture and Planning</td>
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<tr>
<td>FLEE</td>
<td>Faculty of Environmental Engineering</td>
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<tr>
<td>HRM</td>
<td>Human Resources Management</td>
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<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
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<tr>
<td>IHSS</td>
<td>Institute of Human Settlements Studies</td>
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<tr>
<td>IRDP</td>
<td>Institute of Regional Development Planning</td>
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<tr>
<td>MLHUD</td>
<td>Ministry of Land Housing and Urban Development</td>
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<tr>
<td>NACTE</td>
<td>National Accreditation Council for Technical Education</td>
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<tr>
<td>NEDCO</td>
<td>National Engineering and Design Company</td>
</tr>
<tr>
<td>NHC</td>
<td>National Housing Corporation</td>
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<tr>
<td>OMS</td>
<td>Office Management Secretary</td>
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<tr>
<td>PGRP</td>
<td>Postgraduate Studies Research and Publications</td>
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<tr>
<td>SADE</td>
<td>School of Architecture and Design</td>
</tr>
<tr>
<td>SCEM</td>
<td>School of Construction Economics and Management</td>
</tr>
<tr>
<td>SURP</td>
<td>School of Urban and Regional Planning</td>
</tr>
<tr>
<td>UCALAS</td>
<td>University College of Lands and Architectural Studies</td>
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<tr>
<td>UDSM</td>
<td>University of Dar es Salaam</td>
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<tr>
<td>UP</td>
<td>Undergraduate Programme (Directorate)</td>
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EXECUTIVE SUMMARY

Ardhi University (ARU) is a result of continuous implementation of the Institutional Transformation Programme of the University College of Lands and Architectural Studies (UCLAS) of the University of Dar es salaam (UDSM). Ardhi University Charter was prepared in line with the Universities Act of 2005 and was signed by His Excellency the President of United Republic of Tanzania on 28th March 2007. The Charter gave ARU a mandate to operate as a university.

The Mshoro Report (2005) and the Tracer Study Report (2002) identified the need for ARU to respond to market needs. Specifically, among other issues, the introduction of the evening class programmes was recommended. The introduction of evening class programmes at Ardhi University is also in line with Strategic Objective No. 2.2 stipulated in the ARU Strategic Rolling Plan 2005/06–2009/10 that advocates for increasing student enrolment. This entails introducing double sessions as well as evening class programmes. Such programmes will help to respond to the great demand for ARU professional services and skills.

The major aim of this evening class policy is to provide a framework to guide implementation of evening class programmes. The policy is also intended to: provide a framework within which part-time and executive programmes will be operationalised, provide guidelines for teaching courses under the evening class programme, to provide a framework of incentives for staff responsible for carrying out evening class programs and to establish an internal source of revenue for the university using the resources in place.

To ensure quality education from evening programme, guidelines for the administration of students’ admission and examination procedures are spelt out. In addition, the university shall maintain project oriented training approach. The project oriented teaching approach involves a blend of four main components namely: theory, practical work, research project and dissertation and, Industrial/field training. Contact hours for the evening class programs are scheduled such that they will be the same as the current scheme per semester. Thus, a student pursuing evening class programme will be subjected to the existing rigorous method of teaching.

Availability of classrooms is the heart of any Institution of Higher Learning. Currently, Ardhi University has classrooms that can accommodate between 20 to 110 students. The current number of classrooms is still not adequate.

The use of classrooms depends on the pedagogic methods used. In particular, studio works requires space double the normal lectures. This restrict students intake given the small classes ARU has. In order to optimize the utilization of classrooms for both normal class and evening class programmes, the use of central master timetabling is essential. This will facilitate the use of facilities for course programmes at different levels.

All the academic facilities will also be available to the evening class students. These facilities include, classroom, the Library, the computer centre and the laboratories. Currently ARU has a total of 38 lecture rooms. Thirty lecture rooms have a capacity of accommodating between 20 and 49 students.
Four lecture rooms have a capacity to accommodate between 50 and 79 students. The other four can accommodate between 80 and 110 students. The allocation of classroom will be done within the master timetable procedures.

Generally, the framework for remuneration for running evening programmes varies from one University to the other and, in fact, even from one department to the other of the same University. The later is largely due to diverse nature of modules taught in departments. The proposed remuneration shall take the following formula: The University shall receive 34 % of the tuition fees revenue. The lecturers including the technical staff shall receive 64 % of the total fees revenue.

The DVC-AA, the Directors for PGRP and UP shall oversee the implementation of the evening class programmes and ensure quality control. The University organs such as the University Council, the Senate, Schools Boards, Dean of the Schools, academic departments and lecturers shall also be involved in overseeing the operation of evening class programmes.
CHAPTER ONE

INTRODUCTION

1.1 Background

Ardhi University (ARU) is a result of continuous implementation of the Institutional Transformation Programme of the University College of Lands and Architectural Studies (UCLAS) of the University of Dar es Salaam (UDSM). Ardhi University Charter was prepared in line with the Universities Act of 2005 and was signed by His Excellency the President of United Republic of Tanzania on 28th March 2007. The Charter gave ARU a mandate to operate as a university.

The history of ARU as an academic institution dates back to 1956 when a Surveying Training School was established for training land surveying technicians at certificate level. In 1972, the two-year diploma programmes in Land Surveying and Land Management and Valuation, and a three-year Diploma Course in Urban and Rural Planning were established. An Act of Parliament passed in 1974 established the Ardhi Institute as an institution of higher learning under the Ministry of Land, Housing and Urban Development (MLHUD), extending the course duration in Land Surveying, Estate Management and Valuation to three years. The Building Design (now Architecture) and Building Economics programmes were introduced in the late 1976 and 1978 respectively while the Public Health Engineering (now Environmental Engineering) was established in 1981.

Initially, both surveying certificate and diploma courses were intended to supply skilled personnel in land related fields under the MHLUD. But with time, Prime Minister’s Office (Then under Edward.M.Sokoine) required the Ardhi Institute to prepare the training programs in the areas of Building Economics and Public Health Engineering. Graduates from the different programs were also being absorbed in the parastatal sector such as NHC, the then Tanzania Posts and Telecommunication Corporation, NEDCO and in the private sector. In 1991, Ardhi Institute with financial assistance from DANIDA embarked on a strategic planning exercise for its academic programs. A one week planning session was held in Arusha whose recommendations included inter alia curriculum review and extension of the programs to 4 year period and the need for changing the awards to Bachelor’s Degree. During 1992 – 1995 period, the Institute worked out programs for affiliation and eventually its proposal was accepted by the University of Dar es Salaam. The affiliation with the University of Dar es Salaam was a necessary and it was through UDSM the Institute would be nurtured to become a full-fledged university within a period of 10 years from the affiliation date of 1st July 1996.

With trade liberalization the Tanzanian economy witnessed growth of the construction industry and the land development sector. This opened up more job opportunities for the graduates of the then University College of Lands and Architectural Studies (UCLAS) and now of Ardhi University (ARU). During 2001 – 2002 period, the University of Dar es Salaam required all the units within the university to carry out tracer studies. The tracer studies with respect to Ardhi programs showed a growing demand for manpower in both public and private sectors.

In 2005, the University commissioned Prof. Mshoro to study and identify ways of responding to the market needs of training in the cognate fields. The findings of the study also revealed increased demand for UCLAS programs. The expansion of market demand for Ardhi/ARU
graduates has contributed to the need for increasing student enrolment. Along the same line the National Higher Education Policy (1995) advocates for, among other things, the expansion of enrolment at all levels of education. However, an increase in students’ enrolment needs to commensurate with enhanced revenue generation capacity. One of the means to increase students’ enrolment and revenue generation is the introduction of the evening class programmes.

1.2 Rationale for Policy for the Evening Class Programmes

Given the need for the expansion of student enrolment in accordance with the Higher Education Policy, UCLAS Tracer Studies of 2002 (in particular the need for evening programs as expressed by the respondents), it is opportune to have the policy for evening class programmes.

The Mshoro Report (2005) and Tracer Study Report (2002) identified the need for ARU to respond to market needs. Specifically, the reports recommended among other things, the introduction of new course programmes at diploma, undergraduate and postgraduate degree level. Thus introduction of the evening programmes is one of the measures to implement the recommendations.

The introduction of evening class programmes at Ardhi University is in line with Strategic Objective No. 2.2 stipulated in the ARU Strategic Rolling Plan 2005/06–2009/10 that advocates for increasing student enrolment. This entails introducing double sessions as well as evening classes programmes. Such programmes will help to respond to the great demand for ARU professional services and skills.

The evening class programme is also intended to increase revenue to the university, as stipulated in Strategic Objective number 8 (“Planning and Finance Improved”). While many employees would wish to undergo further training at ARU, a number of employers find it difficult to release their staff for that purpose. As a result the evening class programmes will enable many private students who have failed in the past to enroll for full time training during the regular time to use this opportunity as an alternative source of getting the training they could not get during regular times.

Given the unique nature of courses offered at ARU, the potential to have more students wishing to enroll for the evening classes is high. Unlike with other professional disciplines, there is no other institution of higher learning in the country which offers similar courses to those taught at ARU. Even with the introduction of private universities none of them has been able to venture in specialized training available at ARU. With an increased number of students enrolled for evening classes at ARU, the University will also have the opportunity to increase its revenues through the fees paid by students.

The introduction of the evening class programmes will not be complete without policy guidelines. Hence, this document is prepared to outline the policy issues and procedures for evening class programmes, at ARU.
1.3 The Main Objective of the Policy for Evening Class Programmes

The aim of the evening class policy is to provide a framework to guide implementation of evening class programmes.

1.3.1 Specific Objectives of the Policy

The specific objectives of the policy for evening class programmes are the following:

(i) To introduce evening class and other courses that are demand driven.
(ii) To provide learning opportunity for those who cannot enroll in the courses during the normal times of the day.
(iii) To provide a framework within which evening class programmes will be operationalised.
(iv) To provide guidelines for teaching courses under the evening class programmes.
(v) To provide a framework of incentives for staff responsible for carrying out evening class programs.
(vi) To establish an internal source of revenue for the university using the resources in place.

1.4 Basic Principles

1.4.1 Quality Control

In order to ensure quality education from evening programme courses ARU shall:

(i) Admit into evening programme courses applicants with requisite qualification as for those enrolled in regular programmes
(ii) Involve lecturers with necessary qualifications to teach the courses
(iii) Adhere to examination procedures similar to those under regular degree programmes
(iv) Invite external examiners to evaluate the courses

1.4.2 Training

The university shall maintain project oriented training approach. The project oriented teaching approach involves a blend of four main components namely;

(i) Theory
(ii) Practical work
(iii) Research project and dissertation
(iv) Industrial/field training

Thus a student pursuing evening class programmes will be subjected to rigorous method of teaching.

1.5 Lay out of the Document

This document on the Policy for Evening Class Programmes is divided into three chapters. Chapter One gives the introduction, rationale and objectives of the evening class policy. This chapter also includes basic principles. Chapter Two highlights major issues, policy statements, strategies and operational procedures. The details on the management arrangement for implementing evening class programmes are provided in Chapter Three.
CHAPTER TWO
MAJOR AREAS, ISSUES, POLICY STATEMENTS, STRATEGIES AND
OPERATIONAL PROCEDURES

2.0 Introduction

In order to come up with policies, strategies and standardized operational procedures for evening programmes, relevant aspect pertaining to the envisaged programmes are analyzed in this section.

2.1 Course Delivery Mode

2.1.1 Situation Analysis

Courses at Ardhi University are run based on theoretical and project oriented approach. Theoretical parts are reflected by classroom lectures, while projects are reflected by practicals, such as studio work, laboratory experiments, fieldworks and industrial training.

The semester consists of fifteen weeks, of which ten weeks are dedicated to classroom lectures and laboratory practice and 5 weeks are for projects. Students’ projects are graded on the basis of the presentation made at the end of each semester.

Course Duration

(i) Architecture

a) B. Architecture

It is proposed that the duration of B.Arch by evening classes be 6 years. The calculation of the duration for evening class degree in architecture is based on duration of the current B.Arch. under normal procedures. The curriculum of the current B.Arch entails the duration of 5 years and delivery of theoretical and practical courses.

Theoretical courses are conducted for 6 hours per week and practical courses for 16 hours per week. Assuming that evening classes’ students can be available beginning at 5:00 pm and undertake lessons up to 9:00 pm, this will make available 5 hours per day. Thus, if this is related to the normal time, it means the duration of the course will be longer i.e.

6 hours per day means 5 years.
1 hour per day means 5 x 6 years.
5 hours per day means 5 x 6/5 = 6 years.

b) Post Graduate Diploma in Architecture (PGD Arch.)

Students must acquire 34 units to obtain PGD-Arch qualification. For theoretical course one unit amounts of 15, contact hours while one unit of studio and final project is 30 contact hours. The envisaged duration for the course is three (3) Semesters. It is anticipated that students will be taught from 5.00 pm to 9.00 pm i.e. 5 hours per day.
c) **Master of Architecture (M. Arch.)**

Students must acquire 36 units to obtain Master of Architecture (M. Arch.) qualification. M. Arch. Candidate must cover 21 units in three semesters before writing a dissertation which has 15 units. For theoretical courses one unit amounts to 15 contact hours, while one unit of studio is 30 contact hours. The duration of course shall be four (4) Semesters. It is anticipated that students will be taught from 5.00pm to 9.00pm i.e. 5 hours per day.

(ii) **Geomatics**

In order to avoid interference with ongoing undergraduate and Postgraduate programmes, it is being proposed that the courses be conducted in evening as from 4:00 – 8:00pm for all days from Monday to Friday i.e. 4 x 5 = 20 hours. Additionally, courses should be conducted on Saturdays as from 8:00am – 6:00pm i.e. 8 hours. For courses requiring practical hands on training, practical may be conducted on Sundays (8:00am – 6:00pm).

In the light of above lecture hours will be 28 hours per week. Thus, for the programmes to have some contact hours as in similar undergraduate courses, the programmes will need to be run on 20 weeks semester system. Therefore, the programmes may not fit into our current semesters of 15 weeks long.

(iii) **Urban and Regional Planning**

Members of URP department proposed that instead of running evening postgraduate courses the department will run mid semester executive courses. This was argued due to the fact that URP courses are practical oriented. Theory subjects are offered around a studio project in each semester.

They proposed that MSc. UPM be run for three years, MSc. UPM will have a total of four modules giving students flexibility to attend as may be released by the their employers but all the modules must be completed within three years for the MSc. programme and two years for the Postgraduate programmes.

Students must acquire 40 units of 15 hours each to obtain MSc. UPM and 24 units of 15 hours to obtain PGD. UPM. Each day is taken to have 8 lecture hours making a week to have 40 lecture hours.

(iv) **Land Management and Valuation**

Candidates registered for the part – time evening program are expected to complete the programme within four semesters with each semester being of 15 weeks duration. The programme requires a maximum of 945 contact hours (including time allocated for dissertation to complete).

It is envisaged that students would be taught for 2.5 hours, Monday to Friday (preferably 6:00 – 8:30pm) and an additional 4 hours on Saturday (9:30am – 11:30am and then 12:00 noon – 2:00pm) which gives a total of 16.5 hours per week or 247.5 hours per semester.
Over four semesters, the total contact hours become 990. The additional 45 hours could be utilized for tests and examinations.

(v) Environmental Engineering

a) Postgraduate Diploma in Environmental Technology and Management.
   The postgraduate diploma course will be an independent programme with duration of 2 semesters. Students will have to pass the examination at the end of each semester as will be stipulated by the examination regulations.

b) Master of Science in Environmental Technology and Management.
   The programme shall run for one and half-academic years made up of three semesters. The programme requires a MSc. Candidate to cover 33 units (i.e.25 units of core courses and 9 units of electives), before writing a dissertation which has 6 units. That is in total the programme is made up to 40 units. For theoretical courses one unit amounts to 15 contact hours, while one of studio or project work amounts to 30 contact hours.

(vi) Construction Economics and Management

a) Construction Technician Diploma 3 semesters starting from the last week of September every year.
   32 Course units

b) Postgraduate Diploma in Construction Economics and Management (PGD – CEM).
   32 Course units.

Duration: 3 semesters
Each semester comprises 15 weeks of teaching and two weeks of semester examinations.

c) Master of Science in Construction Economics and Management (MSc. CEM)

Duration: 4 semesters
With 28 taught units and a dissertation which carries 15 units in total the programme is made up of 43 units.

The programme terms for two academic years and is made up of four semesters with four subjects in semester one, three subjects in semester two and three subjects in semester three.

2.1.2 Policy Issues:
(i) Inadequate necessary teaching facilities and infrastructure for effective delivery of evening and executive programmes.
2.1.3 Policy Statements

Ardhi University shall provide the teaching environment with necessary facilities for effective delivery of evening class programmes.

2.1.4 Strategy

ARU shall ensure that the current mode of course delivery is also maintained for the evening class programmes based on interactive timetable which ensures maximum utilization of available resources.

2.1.5 Operational procedures

(i) ARU shall ensure that teaching programmes for evening programmes are effectively delivered through the use of pedagogic skills.

(ii) ARU shall see that delivery of its teaching programmes for evening programmes emphasizes practical training where appropriate and therefore provides for the development of a good balance between theoretical approach and practical skills.

(iii) ARU shall introduce a mechanism for monitoring and evaluating the quality of learning and teaching facilities used in evening class programmes.

2.2 Classrooms and size of classes

2.2.1 Situation Analysis

Availability of classrooms is the heart of any Institution of Higher Learning. Currently, Ardhi University has classrooms that can accommodate between 20 to 110 students. The current number of classrooms is still not adequate.

The use of classrooms depends on the pedagogic methods used. In particular, studio works requires space double the normal lectures. This restrict students intake given the small classes ARU has. In order to optimize the utilization of classrooms for both normal class and evening class programmes, the use of central master timetabling is essential. This will facilitate the use of facilities for course programmes at different levels.

ARU has a total of 38 lecture rooms. Thirty lecture rooms have a capacity of accommodating between 20 and 49 students. Four lecture rooms have a capacity to accommodate between 50 and 79 students. The other four can accommodate between 80 and 110 students. The University has started construction of a new building – the “Lands building” that will supplement the number of classrooms already available.

The size of the class is an important aspect in running academic programmes. The term “size of class” means the number of students per class in a particular course programme.

At ARU, the number of students admitted has been determined by the capacity of lecture rooms, studios, laboratories, and human resources. In addition, the ARU Charter has given the university the mandate to introduce undergraduate programme, if the number of students is at least ten and five for undergraduate and postgraduate programmes respectively.

By 2006, the size of classes was between 30 and 70 students for the majority of departments. The sizes of classes have increased for most departments pushing up the number of students from 30 to 70 in
2005 to 60 to 75 in the 2006/07 academic year. The rise in the number of students is caused by the University’s policy of expanding students’ enrolment.

2.2.2 Policy Issues

(i) The University has inadequate rooms that accommodate postgraduate students.
(ii) No provision has been set aside for classrooms to be used by evening class students.
(iii) The physical size of current class rooms limit ARU academic programmes to enrol to capacity
(iv) The introduction of evening classes will enable ARU to use the classrooms more effectively

2.2.3 Policy Statement

The Ardhi University shall build classrooms to be used by evening classes students.

2.2.4. Strategy

Expand and optimise the use of teaching space to accommodate the large number of privately enrolled students through the evening class programmes

2.2.5 Operational Procedures

(i) ARU shall implement its space utilization policy in order to optimise the physical facilities for academic programmes including evening class programmes.
(ii) ARU shall implement its land use master plan according to existing policies that give priority of the land use for academic programmes
(iii) ARU shall optimise the utilisation of available teaching space and other facilities for the purpose of expanding the enrolment of private students through the evening class, programmes
(iv) ARU shall make efforts to expand teaching space in line with the envisaged expansion of the students in the evening class programmes
(v) ARU shall offer academic programmes which are relevant to the market needs locally and internationally in terms of academic content and planned professional training.
(vi) ARU shall review its space utilization policy for improvement.

2.3 Time Table

2.3.1 Situation Analysis

ARU uses central master time tabling for allocating teaching space and determining contact hours for all degree programmes. In addition, the time table is used to ensure maximum capacity utilization of teaching space, by combining classes of different departments which study similar subjects.

The current central master time table reveals that during the weekdays a number of sessions ranges between two and four. There are no sessions on Saturdays and Sundays. The time table provides half an hour break in the morning, one and half an hour lunch break and half an hour break in the evening.

Furthermore, the pattern of sessions per week also reveals that the number of lectures in a week ranges between 5 and 15. In most of the weekdays, after 4 o’clock there are few lectures or no lectures according to the master time table. Specifically, the time table reveals that between Tuesday and
Friday, a number of lecture rooms, which are vacant after 4 o’clock ranges between 8 and 13. Only on Mondays, 5 teaching space are available after 4 o’clock.

The number of available (vacant) teaching space also varies between the first semester and the second one. In the first semester, there are fewer vacant lectures rooms available compared to the second semester. The reason is that the first semester has more lecturer sessions compared to the second one. The degree programmes are designed such that in the third, fourth and fifth year, students are allocated more time in writing their dissertations.

2.3.2 Policy Issue
ARU has not adequately utilized master time tabling option and exploit a potential for increasing students’ enrolment through the evening class programmes.

2.3.3 Policy Statement
ARU shall ensure the central master time table is effectively utilised to allow optimal utilisation of teaching space by accommodating evening class programmes.

2.3.4. Strategy
Streamline the master time table to ensure maximum utilization of teaching space for evening class, part time and executive programmes

2.3.5 Operational Procedures
ARU shall reorganise the central master time table to ensure optimal utilisation of teaching space during the weekdays and semester holiday for evening class programmes

2.4 Contact Hours
2.4.1 Situation Analysis

Contact hours for academic staff at Ardhi University are divided into normal lectures, supervision of studio work, supervision of dissertations and theses and supervision of in semester fieldwork.

Most of lecturers have at least 8 contact hours in both undergraduate and postgraduate programmes. In addition, contact hours for supervision of studio work for the most of academic staff vary between 8 hours and 12 hours a week.

Most senior academic staff supervise 3 to 6 dissertations of undergraduate finalists and 3 to 5 theses of postgraduate students. In addition, academic staff also supervise semester fieldwork which normally lasts for a maximum of 21 days. Are involved in research activities and offer consultancy services too.

2.4.2 Policy Issue
(i) There is a need for contact hours to be flexible enough in order to cater for evening class programmes.
2.4.3 Policy Statement
ARU shall maintain enough contact hours for evening class programmes.

2.4.4 Strategy
(i) To formulate mechanisms for monitoring and evaluating on regular basis, the feasibility of time-tabling and contact-hours.

2.4.5 Operational procedures
(i) ARU shall form a team of experts who will on regular basis evaluate the practicability of existing time-tabling and contact hours.
(ii) ARU shall encourage individual units/departments offering evening and executive programmes to exercise self-evaluation on regular basis, regarding the extend to which existing time-tabling for evening programmes and contact hours are optimally being used.
(iii) ARU shall seek from time to time the opinion of programme stakeholders especially lectures and students and the ARU administration on time-tabling and contact hours that are practically feasible and variable depending on the nature of the module whether it is in evening or an executive or a part-time module.
(iv) ARU shall provide the maximum (ceiling/limit) number of contact hours in a week for a lecturer to render quality service.

2.5 Levels of Training
2.5.1 Situation Analysis
The delivery of course programmes at ARU is organized in six schools and 18 academic departments. The departments offer different course programmes in the fields of land development and management and human settlement development. In addition, the Center for Continuing Education (CCE), Centre for Information and Communication Technology (CICT), Disaster Management Training Centre (DMTC) and Institute of Human Settlements Studies (IHSS) are involved in running short courses.

Currently, ARU offers undergraduate and postgraduates programmes in the fields of land development and management and human settlement development and a diploma in Geo-informatics.

2.5.2 Policy Issues
ARU has not started to conduct evening class programmes which are in high demand.

2.5.3 Policy Statement
ARU shall maintain evening class programmes which are in high market-demand.

2.5.4. Strategy
Identify and introduce evening class programmes in different levels that are financially viable.
2.5.5 Operational Procedures

(i) ARU shall undertake training needs assessment for evening class programmes

(ii) ARU shall identify the course programmes that are in greater demand

(iii) ARU shall adopt evening programmes gradually or step by step which are both viable and relevant

(iv) ARU shall review the course programmes regularly to ensure they are attractive and relevant

(v) ARU shall endorse evening programmes which help in the attainment of University’s academic vision and mission.

(vi) ARU shall regularly review the curricula for evening class programmes in order to ensure that it effectively responds to the needs of customers

(vii) ARU shall maintain quality assurance upon offering evening class programme.

2.6 The University Library

2.6.1 Situation Analysis

The Ardhi University Library consists of more than 20,000 bound volumes and about 200 periodicals. Its operations are based on ADLIB Library System complete with internet facilities. Opening hours are from 9 a.m. to 10 p.m. during weekdays, and from 9 a.m. to 6.30 p.m. on Saturdays while 10 a.m. to 4 p.m. on Sundays and public holidays. During students vacation period the library opens from 9 a.m. to 4 p.m. on weekdays and closes completely on weekends. ARU students also visit other libraries like the Central Library in the city centre, the University of Dar Es Salaam Library, British Council Library and the United States Information Services Library. There are also departmental libraries and Institute of Human and Settlement Studies Library within the campus which are available to staff and students.

Students are also allowed to use all the Libraries which are under the Public University/College system located outside the campus. The Ardhi University Library can accommodate 400 users at a time. In addition, the library has 100 computer workstations. The Library however lacks enough and up-to-date reading materials, particularly books and journals. This reflects on the inadequate funding of the University Library which restricts the library from buying and owning adequate books, journals both in hard copy and electronic format, furniture and ICT facilities. This also limits full capacity utilization of library space. Furthermore, at present the library service provision arrangement caters for normal academic programmes and not evening classes. The introduction of the evening class programmes shall require some changes in the mode of providing services as well as increased funding.

2.6.2 Policy Issues

(i) Due to the increased number of students and added new programmes the opening hours of ARU Library are short this will contribute to the restrict use of library by evening program students

(ii) The ARU Library has inadequate facilities to accommodate larger number of students including those of evening programmes.
(iii) Ardhi University should consider collecting a certain percent from each student’s fee and direct it to Library funds as part of improving library services provision.
(iv) ARU Library to look for possibilities of creating Memorandum of Understanding (MoU) for linking with libraries of other universities and international institutes.

2.6.3 Policy Statement

The Ardhi University Library shall remain a key facility to enhance educational achievement of the university, by availing adequate financial resources to enhance the capacity of the library and by making its hours accommodate those attending classes beyond the normal teaching hours.

2.6.4 Strategies

- **Strategy I**: Intensify the use of Library services by extending opening hours to accommodate evening class programmes students.
- **Strategy II**: Increase Library physical facilities and furniture to allow an increased availability of facilities.
- **Strategy III**: Increase subscription to electronic resources such as books, journals, and inter-library loans.
- **Strategy IV**: Intensify security measures by introducing methods such as surveillance cameras, entrance detection system door. Etc.
- **Strategy V**: To provide 15 hours reading space.

2.6.5 Operational Procedure

(i) ARU shall adopt a flexible time table to accommodate different categories of students
(ii) ARU should seek the possibility of engaging student workers in the library so that opening hours can be prolonged.
(iii) ARU shall allocate more funds for books, journals and other reading materials in the library
(iv) ARU shall allocate more funds for purchasing furniture and equipment.
(v) ARU shall facilitate the availability of electronic materials to all students

2.7 CICT AND OTHER ARU LABORATORIES

2.7.1 Situation Analysis

The Ardhi University has the Centre for Information and Communication Technology (CICT) which provides ICT Services to administrative and academic schools. The Centre also provides Geo Information Services to students including training and research. In addition, each academic school has computer facilities for postgraduate students. Other laboratories available at ARU include the Mapping Lab, and the Environmental Engineering Lab. Different Laboratories have varying capacity to accommodate ARU students.

2.7.2 Policy Issues

(i) The CICT has limited capacity to provide services to evening classes students.
(ii) The Mapping Laboratory and the Environmental Engineering Laboratory have limited capacity (in terms of space and equipment) to provide services to evening classes students.
2.7.3 Policy Statement

The Ardhi University CICT and Laboratories shall continue to provide services to evening class students as well as ensuring that all the facilities needed are made available.

2.7.4 Strategies

2.7.4.1 Strategy I: Expand the CICT services to include wireless internet.

2.7.4.2 Strategy II: Increase equipment in the Mapping Laboratory to suit requirements of evening classes students.

2.7.4.3 Strategy III: Increase equipment in Environmental Engineering Laboratory to suit the requirement of evening classes students.

2.7.5 Operational Procedures

ARU shall expand opening hours of Laboratories to enable evening classes students to use the facilities.

2.8 Remuneration

2.8.1 Situation Analysis

The framework for remuneration for running evening programmes varies from one University to the other and, in fact, even from one department to the other of the same University. The later is largely due to diverse nature of modules taught in departments. However, there are similarities on when in a day or week such programmes should be conducted.

Nairobi University, for instance, provides dual frameworks upon which Lecturers have to opt for their remuneration. The first option is a maximum of KShs. 5,000/= per hour (about TShs 7,500/=). Whereas the second option is 35% of the tuition fees generated by a class. Since the size of a class could be varying in size from semester to semester, it remains the lecturers’ prerogative to opt for whichever earns them more. In both cases, the cost of support staff (if need be) is inclusive. The lectures strictly begin from 5.30pm to 8.30pm on Saturdays in order to cover 45 contact hours per Semester for each (most) module.

The Institute of Regional Development Planning (IRDP) in Dodoma, which runs degree programmes under the NACTE Provision, remunerates the Lectures on hourly basis at the rate of TShs. 10,000/= per hour irrespective of the module type; i.e. whether theoretical or applied. The IRDP introduced evening, part time and executive programmes during the 2005/6 academic year and could not continue with this programme because the academic staff could not afford the addition workload of over 200 students enrolled and registered per semester. Indeed, the market has been overwhelmingly too high for them to deliver quality services. Contact hours for the programme starts from 5:00pm to 8:30pm.

The University of Dar es Salaam (2001) Regulations and Guidelines for Postgraduate Study Programmes provides for the running of evening and executive programmes. Section 2.2.2 (II) (a) provides that candidates may register as full time or part time students. Evening and executive programmes should be considered as part time courses (For instance, in the Faculty of Commerce and Management-FCM).
In all cases, challenges have been experienced in bureaucratic procedures and framework in remunerating lecturers.

2.8.2 Policy Issues

(i) Inadequately self-sustaining programme financing
(ii) Less-flexible tuition fee rates reflecting the nature of the programmes.
(iii) Less-attractive tuition fee rates for the Lecturers to engage in.
(iv) Inadequate academic staff/lecturers to deliver quality services covering all modules in a Semester.
(v) Bureaucratic procedures of remuneration.

2.8.3 Policy Statement

ARU shall provide self-financing evening programmes and attractive remuneration to lecturers.

2.8.4 Strategies

To institute reasonably affordable rates to students but attractive enough to motivate lecturers to engage in and sustain the programmes

2.8.5 Operational Procedures

(i) ARU shall seek, from time to time, the opinion of programme stakeholders especially lecturers, students and the ARU administration on the tuition fees that are practically feasible but possibly variable depending on the nature of the module

(ii) ARU shall open and operate a separate account to run the evening class programmes and hasten the process of payment to lecturers

(iii) The remuneration shall take the following formula.

   (a) The University shall receive 34% of the tuition fees revenue
   (b) The lecturers including the technical staff shall receive 64% of the total fees revenue
CHAPTER THREE

MANAGEMENT ARRANGEMENT FOR IMPLEMENTING THE POLICY FOR EVENING CLASS PROGRAMMES

3. Introduction

The implementation of the ARU Policy for Evening Class Programmes requires defining the roles of major stakeholders within the University.

3.1 Administration of the Evening Class Programmes

The administration of the evening class programme shall be the responsibility of the DVC, Academics Affairs, Directors PGRP and UP as well as Deans of the Schools. The Deans of schools shall also be responsible for academic management of the programmes. The heads of departments shall be responsible for administering the daily running of the evening class programme in their respective units.

3.2 The Role of Stakeholders

A number of stakeholders shall oversee the implementation of evening class programme and ensure quality control of the programme at different levels. The stakeholders include the University Council, the Senate, Schools Boards, Dean of the Schools, academic departments and lecturers.

The stakeholders shall ensure that the policy is implemented once it is in place. They shall also guarantee that different activities regarding the evening class programme are implemented in way that they fulfill the University’s vision and mission as well as rules and regulations.

3.3 Monitoring and Evaluation

The University stakeholders shall institute means through which accountability, monitoring and evaluation of the policy implementation shall be guaranteed. Specifically, the University Council, Senate, School Boards, and the heads of academic departments shall adopt the framework for monitoring and evaluation of the policy for evening class programmes at the university level similar to those of the normal course programmes.
APPENDIX I

LIST OF DOCUMENTS

1. UCLAS 2006, Gender Policy
2. FCM and UEC 2005, Proposal for Introducing A Postgraduate Diploma in Microfinance
3. UCLAS 2006, Five Year Rolling Strategic Plan
APPENDIX II

2.1 Members of the Task Force and Terms of Reference

The draft Policy for Evening, Part time and Executive Programme is the result of committed members of Task force. The members of Task force include the following:

1. Dr. A. Kihaule - Convenor
2. Dr. E. Liwa - Member
3. Dr. H. Kayuza - Member
4. Dr. A. Lupala - Member
5. Dr. S. Komba - Member

2. TERMS OF REFERENCES

The University appointed a team of experts to prepare a policy for evening classes programme. The Terms of References for the assignment as provided by the Client are as follows:

(i) Identify key sectoral issues of ARU regarding introducing and running evening class programmes
(ii) Identify key policy issues and questions to be addressed
(iii) Develop policies with regard to each policy issue or questions in (ii) above
(iv) Formulate Strategies and Operational Procedures for each of the strategies
(v) Submit three copies and one softcopy of the booklet to the DPD
(vi) Make presentations of the booklet to PSC for endorsement and CoD for approval.

In addition the team shall look into manpower requirements to administer the scheme and disbursement of funds accruing to the evening class programmes.