ARDHI UNIVERSITY

ARDHI UNIVERSITY PUBLISHING CENTRE (ARU-PC)

OPP FOR PROVISION OF PRINTING AND PUBLISHING SERVICES AT ARU
EXECUTIVE SUMMARY

Ardhi University, like most institutions of higher learning, is charged and mandated with three missions namely teaching, research and public services. Since 1978, printing services at ARU have been largely provided by the ARU-PC. This task is still carried out by the ARU-PC to date under the guidance of the Policy on Photo and Printing Services (2005). This Policy is now due for a review in order to accommodate the publishing services and more specifically to adequately respond to the following demands:

i. Increased number of students
ii. Introduction of new courses and programmes
iii. Increased number of academic staff with PhDs
iv. Increased demand for subcontracting photo and printing services from neighboring institutions of higher learning e.g. UDSM, MU, SUA and the Open University of Tanzania.

The new Policy on Printing and Publishing Services (2012) is introduced by background information that describes the transformative processes of printing and publishing services at ARU. The history starts from 1978 when it was only meant for photographic laboratory works under the Ardhi Institute. Thereafter, printing services were introduced under the then UCLAS Photo and Printing Unit (UPPU) in early 1997. Later on, in 2005, a Policy on printing services was prepared. The 2005 Policy structured the Unit functions to cater for photographing, printing, duplicating and book binding.

The 2012 Policy provides for the envisaged functions of the ARU-PC that respond to the aforementioned demands. The Policy also formulates specific objectives of providing printing and publishing services. The methodology used in the preparation of this Policy is also explained. This includes:

i. Reading and understanding of existing (2005) Policy with a view to largely identify weaknesses and strengths
ii. Visiting selected institutions of higher learning in order to share lessons of experience in running printing and publishing services and
iii. Administering questionnaires and discussing with ARU officials, community and stakeholders especially on the type of charges to be made in formatting and publishing services at ARU

An in depth analysis of the state of the printing and publishing services was made possible with the support of the SWOC analysis tool from which emerging issues for policy formulation were gathered; namely:

i. Capacity building
ii. Commercialization
iii. Procurement
iv. Handling of internal and external orders
v. Bookshop and stationery shop
vi. Marketing ARU-PC products and
vii. ARU-PC Governance
Thereafter, the Policy provides for analysis of existing situation for each thematic area from which emerging policy issues are captured. On the basis of these issues, the Policy comes up with policy statement(s) for each thematic area and policy statements are subsequently operationalised by formulating respective strategies and operational procedures.

Besides, the Policy provides the envisaged structure for ARU-PC. The Policy underlines the need for a strategic approach to effectively support the University to realise its missions by, at the outset, categorising the ARU-PC as an academic unit under the line of command of the DVC-AA. According to the Policy, the ARU-PC will be administered by the Director who shall be reporting to the DVC-AA. Also, there shall be a Governing Board and a wide range of technical staff to run the ARU-PC.

The Policy lay out is structured in a manner that Chapter One briefly provides on the essence and history of the ARU-PC. Chapter Two dwells on SWOC analysis. Chapter Three is the main body of the Policy and it covers on critical review of the existing situation for each thematic area. On the basis of this, policy issues are identified, policy statements are formulated and respective strategies and operational procedures established. Chapter Four lays out, the structure of ARU-PC Management, organization, decision making, staffing and budget framework.
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

The origin of Ardhi University Publishing Centre (ARU-PC) goes back to the year 1978 when the defunct Ardhi Institute established a section named photo-laboratory, as a technical unit within the academic department of Building Design which was then renamed a Department of Architecture.

As an academic back up section, the Photo-laboratory used to facilitate training to Architectural students in skills related to camerawork, photography, pictorial, audio-visual aids and reproduction of Maps and drawings.

The Photo-Laboratory had in 1981 extended its services to all academic and administrative units when it introduced the services of printing and book-binding.

Following the institutional transformation programme which led Ardhi Institute to become a Constituent College of the UDSM in 1996, the Unit also changed its name and structural organization to UCLAS Photographic and Printing Unit. Before changes UPPU was operating under the supervision of the Director of Finance and Administration (D.F.A).

In April 2002, UCLAS Management implemented the retrenchment exercise as part of the college strategies in cost cutting programme. The college retired 120 staff of whom 7 were from UCLAS Photo and Printing Unit (UPPU). The Unit had since then remained with only four members of staff.

Since the efficient provision of printing services to the College Community was an essential activity, the College came up with the idea of transforming the line function from UPPU into UCLAS Publishing centre (UPC) in order to improve and deliver the related services at a higher standard and expand its market wider.

UCLAS had in February 2003 contracted the services of a Task Force to prepare Operational Policy and Procedures for printing services at the College in order to achieve quality UPC products and services and to generate more income.

The OPP for UCLAS Publishing centre was approved by UCLAS Governing Board in 2005 together with its Business Plan.

Before the UCLAS Publishing centre (UPC) came into operations, the former UCLAS Photo and Printing Unit (UPPU), had four main Sections:

- **UPPU internal sections and their responsibilities:**
  
  (i) **Photographic section:**
  It has been offering Black and white photographic processing, photo enlargements, processing of staff and students identity cards, reproduction of slides, and deliver audio-visual teaching aids. The Photographic Section was
also responsible for video recording and taking still photographs of different events and occasions within the college.

(ii) **Printing section:**
Was offering the whole range of offset-printing services, including typesetting of texts, manuscripts, camera work, (Copying films and plate making) to the final print-production of pamphlets, brochures, journal papers and books. The section was also responsible for printing, examination answer books, students industrial logbooks, Accounts stationeries. (payment vouchers, stores requisition books, bin cards, etc). Also, staff and students files, Dispensary prescription forms and other stationeries.

(iii) **Duplicating and Map reproduction section:**
It has been offering duplicating and reproduction services for various teaching manuals including maps/drawings, circulars and meeting papers.

(iv) **Book-binding section:**
Offered binding services for books and carried out repair work of other bulky printed matters including Library and Administrative dilapidated books files and news papers.

Following the birth of UPC and the invention of new technology in IT, some activities which had been carried out by the sections mentioned above were abandoned. i.e. Photographic, audio-visual aids and duplicating activities were closed down and the unwanted equipment from those activities were sent to Estates department for disposal.

1.2 **The Functions of UCLAS Publishing Centre which have been adopted by ARU-PC were:**

i) To print UCLAS-stationeries, produce staff and students identity cards, offering photocopying services and to produce maps and drawings in different scales.

ii) To publish text books, research papers and any other publications related directly or indirect to the fields and programmes offered at the College.

iii) To look for and publish manuscripts of market potential or academic significance which the College considers worth publishing.

iv) To publish research articles in Journal of Land Development and Building, and any other journals, periodicals, newsletters, etc.

v) To provide printing services to the College community and its surrounding areas, and to aggressively solicit for printing business from local and international companies / organizations and individuals.

i) To establish and operate secretarial services, bookshop and cafes for fax, phone and internet
ii) To routinely monitor and improve the quality and profitability of its products and services
viii) To engage in other relevant activities in line with its mission.

1.3 Rationale for reviewing the OPP for Printing and Publishing Services
The birth of Ardhi University and the introduction of new courses attracted many students to enroll in ARU Degree programmes that have further given a rise for demand of printing and publishing needs to University.

Another reason which necessitates the review of the current OPP is the mandatory implementation of commercialization and quality improvement of ARU-PC services and its products. Through this OPP, ARU-PC which inherited all responsibilities and activities assigned to UPC, will be able to improve the current situation of operations and be able to accomplish its mission.

In addition to that, the five years experience of operationalization of that OPP, revealed some shortfalls which need to be readdressed in order to improve the quality and increase the volume of its products so as to respond to the growing market demand on printing and publishing.

1.4 Objectives
Due to the factors indicated above, ARU Management decided to contract a team to review the OPP for printing and publishing at ARU-Publishing Centre in order to ensure that the following objectives are adhered to:

i) Continues to produce and offers its services into a new direction in order to respond to the growing demand and accomplish the University achievements in its core mission functions

ii) Implements the strategies on cost cutting measures and increase revenue generation

iii) Be housed in a reputable premise/building that portrays the ARU image and status.

iv) Be provided with adequate equipment and competent staff in order to become highly competitive.

v) Maintains the quality of its products and services.

vi) Be engaged fully in commercialization, be autonomous and operates its own financial account in one of the local Banks.

vii) University Management to improve the procurement process and reduce bureaucracy to the minimum level.

viii) Introduces a regular service and maintenance programme of ARU-PC equipment

ix) Put in place a training programme for ARU-PC staff.
x) Establishes linkages with other Organisations and enhances relationship with ARU community.

xi) Operates under proper organization structure.

1.5 Methodology
A range of methods which the team used in doing the assignments included the following:

i). Looked extensively into the existing OPP and Business Plan and identifying its strengths and weaknesses.

ii). The team visited the selected higher learning institutions mainly Universities, specifically UDSM, SOKOINE and MZUMBE

iii). Conducted discussions and administered questionnaires to ARU officials and other stakeholders.

1.6 Lay out of the OPP document
The OPP is divided into four chapters:

i) Chapter one is an introductory part which gives out a brief history of the Printing and Publishing Centre.

ii) Chapter two dwells on SWOC analysis


iv) Chapter four lays out, the structure of ARU-PC Management, Organization, decision making, Staff positions and budget frame work for ARU-PC
CHAPTER TWO

2.0 ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES (SWOC)

2.1 Introduction

This Chapter summarizes the existing strengths, weaknesses, opportunities and challenges (SWOC) in carrying out the printing and publishing services at Ardihi University.

2.2 Strengths

ARU-PC has the following strengths which can make use of in carrying out printing and publishing services:

i) Positive attitude of ARU-administration towards ARU-PC.

ii) ARU-PC has in place a basic infrastructure for printing and publishing activities in terms of equipment and infrastructure.

iii) ARU-PC has initial expertise and basic experience for carrying out printing and publishing works.

iv) ARU Management strongly supports printing and publishing services.

v) There is a wide market from within ARU.

2.3 Weaknesses

Major weaknesses observed in relation to carrying out printing and publishing services include:

i) Inadequate equipment and poor condition of the offset printing machine

ii) ARU – PC manpower is inadequate (only six staff) and yet two of its senior staff will be retiring this year (2012).

iii) Bureaucracy in the procurement process.

iv) Understaffing

v) Unclear mechanism for handling ARU – PC external works in printing and publishing

vi) Poor condition of ARU-PC buildings and its environment

2.4 Opportunities

Major opportunities that ought to be harnessed by the ARU-PC include:
i) None of the private service providers is venturing in bookshop

ii) ARU-PC’s capable of growing into a commercial entity.

iii) High market demand for printing and publishing products outside ARU Community.

iv) Positive Government attitude towards involvement of Institutions of Higher Learning in internally and externally income generation activities

v) Movement towards the formation of East African Community open opportunities for ARU-PC to sell its products to the Institutions of Higher Learning within East African Community

vi) Higher marketing demand beyond East African Community

2.5 Challenges

Major challenges related to carrying out the printing and publishing services at ARU are as follows:

i) Increased competition from other Universities which offer printing and publishing services within Tanzania and beyond

ii) The increasing number of private Secretarial service providers adjoining ARU Campus.

iii) Exorbitantly high costs of photographing, printing, folding, stitching and binding machines most of which can only be purchased from abroad.

iv) The existing procurement procedures are too cumbersome and they inhibit the Centre from being competitive with the co-existing private firms

2.6 Major areas of policy concern

This Policy framework attempts to provide policy statements, strategic objectives, guidelines and operational procedures in respect of the following clusters main areas namely:

i) Capacity Building

ii) Commercialization

iii) Procurement

iv) Handling of Internal and External Orders

v) Book shop and stationery shop

vi) Marketing ARU - PC Products

vii) ARU - PC Governance (Printing and Publishing Efficiency)
CHAPTER THREE

3.0 SITUATION ANALYSIS, POLICY ISSUES, POLICY STATEMENTS, STRATEGIES AND OPERATIONAL PROCEDURES

3.1 Introduction

This Chapter underlines the existing situation in the major areas of concern so that proper policies and procedures are formulated and operationalised. It also provides strategies to be deployed to achieve the policy and lay down proper operational procedures so as to avoid misconception in carrying the printing and publishing services.

3.2 Capacity building

3.2.1 Situation analysis
Strategy No.2.2 of the ARU Three Year Madium Term Rolling Strategic Plan (2009/10 – 2011/12) aims at improving ARU Publications. One of the proposed activities is therefore to enhance the capacity of the Ardhi University Publishing Centre (ARU-PC). It is worth noting that the organisational structure of the ARU-PC is not adequately streamlined to accommodate the expected functions and an increasingly growing number of customers. Furthermore, the limited space and dilapidating state of the structures accommodating ARU-PC do not only fail the envisage image of ARU but also render the ARU-PC operations very difficult. This is partly because the building housing ARU-PC were not designed to cater for publishing and printing works. In addition, the ARU-PC staff profile (number and age) and lack of succession plan to redress this problem provide a gloomy picture for future operations of the ARU-PC. Moreover, the working gears especially the electronic equipment are either lacking or malfunctioning and too old to meet the current and future market challenges.

3.2.2 Policy issue
ARU-PC is under staffed, has inadequate equipment and working space which cause the ARU-PC to work below capacity.

3.2.3 Policy statement
The University Management will ensure that ARU-PC is operating at optimal capacity by providing the Centre with adequate equipment, qualified staff and conducive working space.

3.2.4 Strategies
i) ARU will facilitate the procurement of the needed equipment as will be spelt out in the Business Plan

ii) ARU will recruit qualified staff for ARU-PC.

iii) ARU will modify the abandoned rooms in the current PC building in order to give more working space (as a short term plan) and later construct a new block suitable for printing and publishing needs (as a long term plan).
3.2.5 Operational procedures

i) ARU will ensure that the ARU-PC obtains the best equipment for printing and publishing at a reasonable cost in order to ensure that ARU-PC is competitive.

ii) A reliable maintenance schedule for the equipment to be in place and adhered to.

iii) An immediate replacement of the equipment will take place soon when the machine starts to show signs of declining productive capacity.

iv) ARU to recruit qualified staff through advertisement and based on the existing scheme of service.

v) A training programme will be designed for ARU-PC staff in order to equip them with most relevant skills needed in the printing and publishing services.

vi) An attractive incentive package should be introduced in order to retain the recruited PC staff and become more productive.

vii) Transform the abandoned rooms to create more working and adequate space, as a short term measure.

viii) To design and construct ARU-PC building in the long run.

3.3 Procurement

3.3.1 Situation Analysis
ARU-PC depends much on various materials on its daily operations. All materials and consumables required by ARU-PC for its use are purchased through ARU Bursar’s office, using the Government procurement procedures.

The existing procurement procedure is however too bureaucratic such that it takes a lot of time before the desired materials are obtained.

There are 13 stages involved from the time ARU-PC initiates the procurement process to the time when the materials requested arrive in the Purchasing Office to the delivery point at the Main store. This is the most burdensome area ARU-PC has been enduring.

Whereas for a private business enterprise like “Tumaini Secretarial Services” the procurement process is indeed the shortest. The Company Manager purchases directly from the Supplier. This type of procurement consumes less time and less money. It is therefore cost saving and makes private business owners competitive in activities like photo copying, binding and other secretarial services, unlike ARU-PC in similar areas.
3.3.2 **Policy Issue**
The bureaucracy involved in the existing procurement procedure, makes ARU-PC less competitive.

3.3.3 **Policy statement**
ARU to ensure that ARU-PC is operating competitively by reducing bureaucracy involved in the procurement process.

3.3.4 **Strategies**

i) ARU Management to work on the procurement bureaucracy and reduce the stages in the process from 13 to the reasonable minimum level for the ARU-PC be competitive.

ii) Allow ARU-PC to open its business account.

3.3.5 **Operational procedures**

i) ARU-PC to set internal procedures of procuring materials and consumables

ii) Purchase printing and publishing materials in advance especially for the well known ARU printing and publishing requirements during major events such as University examinations, graduation ceremonies, industrial training, Saba Saba Exhibitions, Studio and dissertations.

iii) Establish record keeping of the purchased, stocked and consumed materials and be audited by ARU-Internal Auditor quarterly.

iv) Open ARU-PC Account

3.4 **Commercialisation**

3.4.1 **Situation Analysis**
There is every reason for ARU-PC to enter into commercialisation, if ARU-PC wants to generate more income and operate profitably.

i) The existing environment for ARU-PC encourages commercialisation and the demand for the services and products provided by the Centre is on the increasing side because of

   (a) An increasing number of students intakes annually.

   (b) The increased number of academic staff with Ph-D. means an increased number of researches which are going to expand the volume of publications.

   (c) Introduction of new degree courses and programmes

ii) Increased demand for subcontract services related to binding from higher learning institutions such as UDSM, Mzumbe
iii) (a) The positive attitude of the Government towards business both public and private and its determination to promote different types of investments.

(b) The introduction of East African Community common market will also create more opportunities for ARU-PC to sell its services and products to markets across the border.

The business opportunities cited above put pressure on ARU-PC to take the best advantage of them by entering into Commercialization.

3.4.2 Policy Issue.
Lack of entrepreneurial attitude with regards to the operations of the Centre among ARU community. Besides, ARU-PC is still operating as a service – provider despite the existence of commercial opportunities.

3.4.3 Policy Statement.
ARU-PC to be transformed into a Commercial enterprise in order to generate more income.

3.4.4 Strategies
i) Respond properly to the market needs

ii) Aggressively advertise the ARU-PCs products to local and International markets.

iii) Procure modern equipment and machinery to produce quality products and cope with the stiffly competed market

3.4.5 Operational procedures
i) Carry out the marketing research in order to identify the market needs for ARU-PCs’ products and services.

ii) Participate in Trade –fairs organised nationally and abroad

iii) Promote ARU-PC products through media, fliers, website, etc.

iv) Recruit the relevant, skilled and customer-care sensitive personnel

v) Procure equipment and machinery that respond to need for quality products and efficiency to the taste of the customers

3.5 Handling of internal and external orders

3.5.1 Situation analysis
ARU-PC used to handle two types of orders: Internal and External.
Internal orders used to come from within Ardhi University mainly Schools, Directorates, Departments, Units and from individuals (Students and Staff). In other words ARU-PC is normally relying on handling internal orders as the main source of its business income.

External orders are expected to come from outside ARU i.e. UDSM, Mzumbe University, Open University and others. Since 2005 external orders were handled informally and finally stopped for a while due to lack of OPP, which could have given ARU-PC the guide line on how to handle the external orders. As a result of this ARU-PC failed to take advantage of increasing its income level, by selling its products and services to external clients.

The handling of both types of orders is cumbersome following the existence of bureaucracy in the process of handling them from the time the orders are processed to the time when they are executed. As a result of this ARU-PC finds itself losing the opportunity of increasing its revenue because some members of ARU community decide to outsource their orders to private service providers in order to avoid frustrations arising from the bureaucratic procurement procedures.

In addition, some materials which ARU purchased from the tender suppliers are of low quality and unnecessarily expensive for ARU-PC to realise the expected profit.

### 3.5.2 Policy issues

i) ARU-PC does not handle efficiently both Internal and External orders, due to lack of clear OPP

ii) The existence of bureaucracy in the procurement process of materials makes ARU-PC unable to handle properly both internal and external orders.

iii) The custodian of ARU-PC generated income is cumbersome.

### 3.5.3 Policy statements

i) Develop clear policy and procedures of handling internal and external orders

ii) ARU-PC to re-accommodate external orders in order to increase its revenue

iii) ARU Management to ensure that bureaucracy in the procurement of materials is reduced to the minimum level.

iv) Open ARU-PC accounting system.

### 3.5.4 Strategies

i) Advertise ARU-PC products and services in different media

   i) Participate in Trade-affairs organized nationally and abroad

   ii) Develop an effective Business Plan
iii) Put in place a competitive pricing policy for the ARU-PC Products and services.

iv) Employ a Marketing and Sells Officer

v) Prepare sign boards for awareness of ARU-PC products and services

vi) Put in website ARU-PC products and services

vii) Obtain information from Trade Affairs organizations and all ways be in touch with the organizers in order to ensure that the PC participates fully in the events

viii) Set aside a reasonably budget for implementing these strategies

ix) ARU to facilitate the opening of PC Bank account.

3.5.5 Operational procedures

i) ARU to ensure that the developed policy and procedures for handling internal and external orders is approved and implemented.

ii) Improvement in the procurement procedures applied by ARU will be done in order to cut down some elements of bureaucracy.

iii) Payment procedures for internal orders from University Units through invoices will changes from keeping ARU-PC revenue in the central pool account.

iv) Distribute the generated revenue from external orders as follows:

- 70% For procurement of materials and consumables
- 10% Other operational costs
- 15% University revenue
- 5% ARU-PC for development expenditure.
3.6 BOOKSHOP AND STATIONERY

3.6.1 Situation analysis
One of the ARU missions is Teaching and Learning. ARU, however, does have neither a bookshop nor a stationery to enhance teaching and learning. Although the Private sector runs two small stationery shops no one has so far ventured into a bookshop facility. Lack of a bookshop appear to inhibit both the teaching staff and students to access a pool of knowledge provided in text books for the ARU programmes that are highly specialized and rare. Furthermore, lack of a bookshop does not entice the ARU teaching and learning community to buy text books due to, among others, potentially unclear and cumbersome procedures of E–ordering of text books.

3.6.2 Policy issues
(i) Lack of a bookshop to serve ARU Community and beyond

(ii) Inadequate stationery services to meet the demands of expanded enrolment at ARU

3.6.3 Policy statements
(i) ARU shall establish a bookshop tailored to the needs of its specialized programmers and the new ones.

(ii) ARU shall promote expansion of existing stationery services and establish new stationery shops to match the demand of expanded enrolment.

3.6.4 Strategies
(i) Establish and operate a bookshop

(ii) Establish and operate a stationery shop

(iii) Promote expansion of the existing stationery shops at ARU.

3.6.5 Operational procedures
(i) Form a task force to carry out a rapid appraisal on the type and size of book and stationery shops

(ii) Identify the space required for a bookshop and a stationery shop.

(iii) Renovate, locate or construct structures for a bookshop as well as a stationery shop

(iv) Mobilize funds or secure seed money to start up these two facilities in a phased manner.

(v) Recruit two shopkeepers to run the bookshop and a stationery shop.
3.7 Marketing ARU - PC products

3.7.1 Situation analysis
The APC Publications have so far been largely limited to a single journal namely the Journal of Lands and Building Development (JLBD). ARU - PC, therefore, lacks the exposure and experience in publishing a wide range of manuscripts especially text books within and beyond the ARU Community. Apparently this situation places ARU - PC at a very challenging position taking into account the obtaining stiff market environment.

3.7.2 Policy issues
(i) Lack of publishing experience besides and beyond the JLBD
(ii) Lack of exposure to challenges in marketing of products and services

3.7.3 Policy statement
Promoting and positioning APC effectively in the market of Publishers.

3.7.4 Strategy
Promote and market APC Publications and Services

3.7.5 Operational procedures
(i) Identification of markets by shortlisting possible market segments, scouting for new markets by going out to the field visiting stakeholder’s esp. higher learning institutions, writing enquiry notes to prospective customers and ensuring quality publications.

(ii) Embarking on publicity initiatives including programmes; launching for new titles; producing catalogues for local and foreign markets; producing promotional fliers and leaflets and posting them to prospective customers.

(iii) Forging links and partnership with local and foreign publishing firms.

(iv) Advertising APC in various media on the production of new titles in local and foreign papers.

(v) Reviewing new titles in local and foreign papers

(vi) Producing catalogues yearly and distributing them to various academic institutions, libraries, selected ministries and text book distributors.

(vii) Maximising sales by offering competitive prices.

(viii) Motivating the editorial and typesetting team/staff by adopting a payment by results (PBR) incentive scheme.

(ix) Securing ISBN Numbers for significant number of Book Titles

(x) Constituting a Board of Directors for APC.

(xi) Restructuring the administrative set up of the APC.
(xii) Constituting a team of issue specific editors initially based on School/Institute/Centre based specialization and where necessary outsourcing.

(xiii) Recruiting two Editors including a Chief Editor

(xiv) Preparing a Business Plan for APC to operationalise the APC Policy

(xv) Providing infrastructure for APC especially, a credible space, competent human resource, proper and adequate equipment; a streamlined financing structure and a viable organizational arrangement.

3.8 ARU – PC governance (operating efficiency)

3.8.1 Situation analysis
There exists no clear procedures for acquisition, handling and evaluation of manuscripts for APC Publication. Furthermore, the APC has no capacity, to optimally secure and publish quality manuscripts in time.

3.8.2 Policy issues
(i) Lack of procedures to acquire and handle publishing services
(ii) Inadequate capacity to efficiently publish quality manuscripts in time

3.8.3 Policy statement
The APC shall formulate clear procedures for acquisition, handling and build its capacity in evaluating and operating efficiently and optimally.

3.8.4 Strategies
(i) To establish credible operational procedures regarding manuscript acquisition, handling in coming manuscripts and evaluation.

(ii) To secure and publish more manuscripts

(iii) To build the capacity of ARU - PC in terms of staff, ARU - PC Board, additional equipment, credible work space and responsive financial management.

3.8.5 Operational Procedures
(i) To prepare annual plans in order to guide and realise targets.

(ii) To solicit the best manuscripts in the areas consistent with the ARU vision and mission and beyond as the ARU-PC capacity grows.

(iii) To stimulate, encourage and guide the writing of manuscripts for which there is an apparent need and thus a market.

(iv) To use individuals and institutions that are in frequent contact with libraries, book sellers, authors, researchers and educators as informal literary scouts for searching, securing and directing manuscripts to ARU-PC.
(v) To prepare or cause to be prepared proposals for literary prizes and or awards, where appropriate, in order to encourage the writing of quality books at ARU-PC.

(vi) To identify and commission individuals with interest, talent and experience to write manuscripts and publish with ARU-PC.

(vii) To avoid ARU-PC ills that can result from loss of manuscripts or delayed feedbacks on acceptance or rejection of in-coming manuscripts by introducing popper recording system.

(viii) To institute, orderliness and proper record keeping system of in-coming, in-process, and out-going manuscripts.

(ix) To introduce screening (first reading in house) and evaluation (second reading). The later shall involve two readers and a third reader if the first two readers differ in opinion.

(x) To introduce contracting system between authors, and publishers under the conditions to be prepared by ARU-PC.

(xi) To constitute an editorial committee for at least all ARU Schools, Institutes and Centers and hire two competent staff to pre – edit/screen the incoming manuscripts.

(xii) To prepare logically sound financial/pricing framework for a fairly market – based invoicing procedures concomitant to the type of manuscript and costs associated with.

(xiii) To open an operating bank account for ARU-PC in order to enhance ARU-PC efficiency in handling request from customers.

(xiv) To acquire and keep ARU-PC recognised publishing identifier number (ISBN).
CHAPTER FOUR

4.0 THE ARU-PC GOVERNANCE

4.1 Introduction

The assumption of the organization structure for ARU-PC is that the Centre changes its line of function as a service provider into a commercial enterprise and will be operating its own account. In order to live to this vision or image ARU-PC should operate directly under the DVC-AA’s office.

4.2 ARU-PC Organization Structure

The organizational structure (Figure 1), shows that the DVC-AA will be the overseer of the ARU-PC on behalf of the University Management whereas the Director ARU-PC will be coordinating all functions of the Centre. The Centre is structured into three main functions namely Publishing, Printing and Bookshop. It is deemed appropriate that a Stationery Shop is annexed to operate under the Bookshop. These are functional Sections of the Centre and each one will be under the leadership of a Manager.

4.3 ARU-PC Management

There will be a Management Team which will be composed by the following staff:

i) ARU-PC Director
ii) Printing Manager
iii) OMS

The Management Team will be responsible for the day to day running of the Centre and the ARU-PC Director will be a Chairperson of all ARU-PC Management meetings.

The Printing Manager, who is supposed to be versed with printing and publishing matters, will supervise the daily technical operations in all Sections of the Centre and will be the Secretary of ARU-PC meetings. In case of the absence of ARU-PC Manager any of the Managers will chair the Centre’s meetings and the Centre’s OMS will record the proceedings of the meeting.
Figure 1: ARU-PC Organization Structure
4.4 ARU-PC Board

There will be a Board which shall consist of the following:

i) Deputy Vice Chancellor, Academic Affairs, who shall be the Board Chairperson
ii) Director/ARU-PC who shall be the Board Secretary,
iii) ARU Director of Planning and Development
iv) Head ARU Fund Raising and Investment Department
v) Printing Manager
vi) Director Library
vii) Bursar
viii) School Deans and Directors
ix) The Director, Dar es Salaam University Press

4.5 ARU-PC budget

There will be an annual budget which will be prepared by ARU-PC Management and thereafter will be submitted to the relevant University participatory organs after being endorsed by the ARU-PC Governing Board.

The budget will be based on operations and development attributes. The main source of income to finance ARU-PC will include:

a) Government subsidy and other ARU contributions
b) Income generated from ARU-PC products and services
c) Any donations from Local and International Organizations

i) The budget will include the following expenditure lines:
   a) Human resources
      - Responsibility allowances
      - Overtime
      - Temporary / part time staff remuneration
   b) Operational costs
• Materials and consumables
• Utilities
• Services and maintenance of equipment
• Transport
• Office stationeries
• Honorarium

c) Development

• Infrastructure installation and maintenance
• Office renovation / rehabilitation / expansion
• Office furniture
• Communications e.g. Telephone, faxes, internet, etc.
• Equipment and machinery
• Staff training
• Vehicle(s)

The ARU-PC annual budget together with the income and expenditure reports will be tabled for discussions among the ARU-PC staff and thereafter to the ARU-PC Board before it is submitted to the relevant ARU participatory organs for approval.

4.6 Monitoring and evaluation

ARU shall establish mechanism of accountability for monitoring the implementation and overall performance of the OPP. The performance of ARU-PC should be monitored through a set of criteria. Overall, should be its ability to efficiently support the ARU missions and increasingly generate income for ARU. Specifically, the criteria shall include:

i) Reliability to deliver outputs required for the major events and deliverables of the University such as students admissions, production of students’ identity cards, graduation ceremony, Saba Saba exhibitions, University examination answer books, Industrial training log books, ACRF Forms and other stationery with ARU logo.

ii) Ability to realise financial targets set by the University

iii) Ability to satisfy the customers

Quarterly progress reports will, among others, be used to inform the performance of the Centre.

An evaluation is a one time event to assess institutional performance. ARU-PC will be evaluated on annual basis. The findings of the evaluation will constitute an important input during Policy review to be carried out on triennium basis.

4.7 Review of the policy and procedures

In principle, the OPP for printing and publishing services will be reviewed at the end of triennium. However, it can as well be done whenever the need to do so arises. The ARU-PC shall determine when such needs arise.
4.8 Staffing

i) Director
The Centre shall have a Director who will be known as Director ARU-PC.

Job description
Job Title: Director
Division: Deputy Vice Chancellor Planning, Academic Affairs
Station: ARU Publishing Centre
Appointee: Duty post (Appointed by ARU Chancellor) from among ARU staff.
Salary: As per approved ARU Scheme of Service for the cadre of Director and the relevant incentive scheme.

Reporting relationship
Directly: To DVC-AA
Responsible for: Administering all Printing and Publishing Works

Qualifications
- Holder of PhD in a field related to ARU disciplines
- Experience: Proven experience of not less than three years in University leadership, research, consultancy and teaching as well as applied literacy in information and communication technology (ICT), plus experience to edit journals, research papers and text books.

Main purpose of the job
To assist the University and in particular the DVC-AA to effectively supervise ARU-PC to operate smoothly.

Key functions
To internalise and operationalise ARU vision and give directions to Ardhi University Publishing Centre (ARU-PC) and therefore, serving as the overall Chief Executive Officer in publishing and printing journals, text books and running the bookshop and stationery shop.

Performance measures
- Timely production of ARU journals and all reports required by the University
- Increasing profitability of the Centre
- Increasing number of clients and business of the Printing and Publishing Centre
- Increased customer satisfaction
- Sustained reliability in supporting implementation of major ARU mission activities

Conditions for good performance
- All posts are filled in.
- Qualified manpower in place
- Appropriate and adequate working tools, accessories and equipment in place
- Furnished working space/Office in place

Tenure
3 years of service and the contract may be renewed only once and this is subject to the performance review.

**ii) Publishing Manager**

**Job description**

**Job Title:** Publishing Manager  
**Division:** Deputy Vice Chancellor - Academic Affairs  
**Station:** ARU Publishing Centre  
**Appointee:** As per ARU Scheme of Service

**Salary:** As per approved ARU Scheme of Service for the cadre of the Publishing Manager and the relevant incentive scheme.

**Reporting relationship**

Directly: To Director ARU-PC  
Responsible for: Sensitizing authors, gathering manuscripts and supervising all activities related with publishing.

**Qualifications**

- Holder of PhD in a field related to ARU disciplines  
- **Experience:** Proven experience in publishing a wide range of publications and editing.

**Main purpose of the job**

To assist the Director ARU-PC to effectively carry out ARU-PC activities that are related with publishing.

**Key functions**

Responsible for the day-to-day operations and activities of the Centre (ARU-PC) and supervising publication activities.

**Performance measures**

- Increased number of authors at ARU and beyond  
- Timely production and delivery of publications  
- Increased share of contribution to the revenue of the Centre  
- Increased customer satisfaction  
- Having good relations with the Centre’s personnel.

**Tenure**

Three years renewable but not more than two trienniums.

**iii) Bookshop Manager**

**Job description**

**Job Title:** Bookshop Manager  
**Division:** Deputy Vice Chancellor - Academic Affairs  
**Station:** ARU Publishing Centre  
**Appointee:** As per ARU Scheme of Service
Salary: As per approved ARU Scheme of Service for the cadre of the Bookshop Manager and the relevant incentive scheme.

Reporting relationship
Directly: To Director ARU-PC
Responsible for: Planning, ordering and facilitating access to all books, journals, other references and stationeries.

Qualifications
- Holder of B.Sc. in Library or its equivalent academic qualification as may be certified by a relevant organ.
- Experience: Proven experience of not less than three years in librarianship.

Main purpose of the job
To assist the Director ARU-PC in managing bookshop and stationery shop.

Key functions
Responsible for the day-to-day operations and activities of the Centre (ARU-PC) related with bookshop and stationery shop.

Performance measures
- Availability of relevant books, journals and references on campus
- Increased bookshop and stationery share of contribution to the revenue of the Centre.
- Increased efficiency in ordering books, journals, references and stationeries
- Increased customer satisfaction
- Having good relations with the Centre’s personnel.

Tenure
A permanent post with six months probation.

iv) Printing Manager

Job description
Job Title: Printing Manager
Division: Deputy Vice Chancellor - Academic Affairs
Station: ARU Publishing Centre
Appointee: As per ARU Scheme of Service
Salary: As per approved ARU Scheme of Service for the cadre of the Printing Manager and the relevant incentive scheme.

Reporting relationship
Directly: To Director ARU-PC
Responsible for: Planning and supervising all Printing and Publishing activities.

Qualifications
- Holder of B.Sc. in a field related to Printing or Graphic Design or its equivalence
**Experience:** Proven experience of not less than three years in the Printing field or Graphic Design in the Printing industry and applied literacy in information and communication technology (ICT).

**Main purpose of the job**
To assist the Director ARU-PC to effectively carry out ARU-PC activities.

**Key functions**
Responsible for the day-to-day operations and activities of the Centre (ARU-PC) and supervise all ARU-PCs’ sections: Pre-press, printing and book-binding

**Performance measures**
- Timely production and delivery of ARU-PC products and services
- Increasing profitability of the Centre
- Increasing clients and business of the Printing and Publishing Centre
- Increased customer satisfaction
- Having good relations with the Centre’s personnel.

**Tenure**
A permanent post with one year probation.

**v) Graphics Designer**

**Job description**

**Job Title:** Graphic Designer  
**Division:** Deputy Vice Chancellor - Academic Affairs  
**Station:** ARU-PC Pre-Press  
**Salary:** As per approved ARU-PC Scheme of Service

**Reporting relationship**
**Directly:** The Printing Manager  
**Responsible:** Designing and typesetting all documents needed for printing

- **Background knowledge:** Diploma in Graphic Design
- **Experience:** At least 3 years of practical experience in a reputable Company especially in a printing establishment

**Main purpose of the job**
To assist Printing Manager on designing works.

**Key functions**
The key functions of the Graphic Designer is to create, design, typesetting, and produce proof copy of the printing works including Books, Brochures, Calendars and identity cards.

**Performance measures**
- Increased efficiency and quality products
• Ability to increase and retain clients
• Realization of the production target
• Having good relations with ARU Units and other Institutions.
• Conditions pre-requisite for good performance.

**Tenure**
On permanent terms and initially on a one year probation.

**vi) Sales and Marketing Officer**

**Job description**
**Job Title:** Sales and Marketing Officer  
**Division:** Deputy Vice Chancellor - Academic Affairs  
**Station:** ARU-PC  
**Salary:** As per ARU Scheme of Service

**Reporting relationship**
**Directly:** The Director ARU-PC  
**Responsible:** Sales and Marketing of the Printing and Publishing Products

• **Background knowledge:** Diploma in Accounting or Marketing  
• **Experience:** At least 3 years of practical experience in a reputable Company especially in a printing establishment

**Main purpose of the job**
To assist Director ARU-PC to effectively solicit printing jobs and promote the Centre.

**Key functions**
The key functions of the Sales and Marketing Officer is to promote and solicit printing jobs

**Performance measures**
• Increased sales of the Centre’s products  
• Ability to increase and retain clients  
• Adherence to sales targets  
• Having good relations with ARU Units and other Institutions.  
• Conditions pre-requisite for good performance.

**Tenure**
On permanent terms and initially on a one year probation.

**vii) Printing Officer**

**Job description**
**Job Title:** Printer  
**Division:** Deputy Vice Chancellor - Academic Affairs  
**Station:** ARU-PC  
**Salary:** As per ARU Scheme of Service

**Reporting relationship**
Directly: The ARU-PC Printing Manager
Responsible for: Printing

Qualifications
Background knowledge: Diploma in Print production or its equivalent
Experience: At least 3 years of practical experience in a reputable printing establishment

Main purpose of the job
To assist the ARU-PC Printing Manager to effectively deliver as per production plan

Performance measures
- Production conducted as per schedule
- Cleanliness maintained
- Adherence to production targets
- Having good relations with other workers
- Conditions pre-requisite for good performance.

Tenure
On permanent terms and with initially one year probation.

vii) Book-binder

Job description
Job Title: ARU-PC Binder
Division: Deputy Vice Chancellor - Academic Affairs
Station: ARU-PC
Salary: As per ARU Scheme of Service

Reporting relationship
Directly: The ARU-PC Printing Manager
Responsible for: Book-Binding

Qualifications
Background knowledge: Ordinary Diploma in Book-binding or equivalent
Experience: At least 3 years of experience in the field.

Main purpose of the job
To assist the ARU-PC Printing Manager to effectively deliver as per production plan

Performance measures
- Production conducted as per schedule
- Cleanliness maintained
- Adherence to production targets
- Having good relations with other workers

Tenure
On permanent terms and with initially one year probation.
ix) ARU-PC Office Management Secretary (OMS)

Job description
Job Title: OMS
Division: DVC-Planning Finance and Administration
Department: ARU-PC
Salary: As per ARU Scheme of Service

Reporting relationship
Directly: The ARU - PC Printing Manager
Responsible for: Pre-pressing and office management

Qualifications
Background knowledge: Diploma in OMS and a Certificate in Graphic Design
Experience: At least 3 years of practical experience in a reputable printing establishment

Main purpose of the job
To assist the ARU – PC Printing Manager to effectively work as per production plan

Performance measures
- Production conducted as per schedule
- Cleanliness maintained
- Adherence to production targets
- Keeping production records and follow up debts

Tenure
On permanent terms and with initially a one year probation.
5.0 REFERENCES


