WOMEN'S UNIVERSITY IN AFRICA

Addressing gender disparity and fostering equity in University Education

MEMO

TO : WUA Council Chairperson.

Cc : Director, Work and Estates Development

FROM : Acting Registrar

DATE : 29 November 2024

RE: WUA SUSTAINABLE INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT POLICY

Reference "A" Minutes of the 62nd Council Meeting.

In its 62nd Meeting, **Minute 7.3.7**, Council approved the WUA Sustainable Infrastructure Development and Management Policy. It is against this background that I am kindly requesting you to sign the attached policy.

Thank you.

Mr W. Matongo

	Commissioner Matshe proposed with Eng. Gweme seconding the adoption of the handbook subject to the above adjustment.	
7.3.7	**Infrastructure Development and Management Policy** Mr Danha proposed with Commissioner Matshe seconding the adoption of the policy.	
7.3.8	**Motor Vehicle Policy**	
7.3.8.1	**The Following issues were raised:** i) The meeting agreed that the custodian of the policy should be the Human Resources department which is the user department; ii) Item 5.1: To place "for their jobs" with another term; iii) To redefine items 5.3 and 5.4; iv) Item 9.1.8 (vi): There is need to be general in a policy; can replace with "in line with the University Disposal Policy"; v) Item 9.1.8.1: The calculation of the disposal price is not clear; and vi) Need to be clear on who else will grant permission if the Vice Chancellor is not around.	
7.3.8.2	**Council Resolutions** The meeting agreed that the Policy was not ready for adoption as it was not clear what had been updated from the old policy. In addition, the policy needed to come through the rightful custodian which is Human Resources Committee of Council.	
7.3.9	**2021 Final Account Reports**	
7.3.9.1	Council noted that the auditors had issued a Modified Opinion for the year ended 31 December 2021 mainly due to non- compliance with Internal Accounting Standards. In addition, prior year weaknesses still appeared in the 2021 accounts.	
7.3.9.2	Council raised concern over the same delays as far as audited statements were concerned hence the same issues keep emerging from the reports without being corrected. It was the hope of Council that the necessary tools of trade would be availed to enable timeous preparation of accounts.	
7.3.9.3	The meeting noted that the 2022 accounts would be finalised by 31 December 2023 with the 2023 accounts finalised by June/July 2024.	
7.3.9.4	The ICT and Finance Committees would meet in the near future to finalise outstanding issues.	
7.3.9.5	**Council Resolution** Council adopted the report subject to the issues raised above with Commissioner Matshe proposing and Dr. Nzero seconding the adoption.	

R-C

WOMEN'S UNIVERSITY IN AFRICA

Pro-Vice Chancellor: Business, Infrastructure and Enterprise Development

549 Arcturus Road, Manresa Park, Greendale, Harare, Zimbabwe

Addressing gender disparity and fostering equity in higher education

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1. TITLE OF THE POLICY: SUSTAINABLE INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT POLICY

2. INTERPRETATION (DEFINITION OF TERMS)

2.1. **Asset management:** Asset management seeks to effectively, efficiently, economically and sustainably utilise infrastructure to serve the current and emerging needs of the University, considering the entire lifecycle (service life) of the asset and the associated costs, from the identification of a need through to the final decommissioning of the asset.

2.2. **Infrastructure:** Infrastructure comprises immovable assets which are acquired, constructed or which result from construction operations and includes moveable assets which cannot function independently from purpose built immoveable assets such as Information and Communication Technology (ICT) networks and systems that are used to communicate and to create disseminate, store and manage information.

2.3. **Infrastructure development:** Infrastructure development is the gradual growth of the University's facilities and utilities that allows it to function in terms of services related to learning, teaching, research, innovation, community solutions, business and enterprise development.

2.4. **Infrastructure maintenance:** Infrastructure maintenance is the process of keeping infrastructure in good condition by checking it and repairing where and when necessary.

2.5. **Infrastructure management:** Infrastructure management is a risk-based strategic approach to infrastructure provision and the utilisation thereof that provides direction on decision making throughout the infrastructure planning, delivery, operation and disposal processes.

2.6. Sustainability refers to the Integration of environmental, social, human and economic goals in policies and activities

3. PURPOSE

The purpose of this Infrastructure Management Policy is to establish a Council-approved policy for:

a) key infrastructure-related principles and objectives that the University's management needs to pursue over time;
b) a long-term spatial development framework and plan; and

c) an annually-updated 3 to 5-year infrastructure management plan;

which promote the efficient, economic and effective use of resources.

4. SCOPE

The University's policy for the management of its infrastructure includes the management of the demand for infrastructure and the creation and prioritisation of a pipeline of projects as well as the management of land owned by the University.

5. PRINCIPLES GUIDING THE POLICY

5.1. The University shall manage its infrastructure based on the principles set out in Annex A.

5.2. The University shall develop a spatial framework which provides a long-term overall spatial vision for its campuses drawing upon the universal spatial development principles outlined in Annex B.

5.3. The University shall observe infrastructure principles contained in Annex C.

6. POLICY PROVISIONS

6.1. The University shall have a gender and diversity responsive infrastructure development master plan.

6.2. The University shall have a gender and diversity responsive infrastructure maintenance master plan.

6.3. The University shall integrate into the gender and diversity responsive infrastructure development and maintenance master plans information communication technology (ICT) infrastructure plans (including software) that shall:

6.3.1. be modular and adaptable and, as far as possible, accommodate growth, additions, changes and integration with other systems;

6.3.2. enable changes of components without impacting on the entire system;

6.3.3. limit the range of technology employed, to make maintenance and support manageable; and

6.3.4. include planning for replacement as equipment becomes obsolete very quickly.

6.4. Changes to any of the University's ICT infrastructure or systems shall follow the Information Technology Infrastructure (ITI) change management framework which shall include procedures and reporting to control the movement and location of assets and allow for the appropriate decommissioning and responsible disposal of any ICT equipment.

6.5. This policy shall adhere to all relevant statutes and the Zimbabwe Council for Higher Education (ZIMCHE) infrastructure-related policies and standards.

7. ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITY
7 (a) POLICY OVERVIEW	
Council	Policy approval
Vice Chancellor	Policy oversight
Pro-Vice Chancellor: Business, Infrastructure and Enterprise Development	Policy document owner
7 (b) ASSET MANAGEMENT	
Vice Chancellor	shall oversee life-cycle infrastructure asset management planning.
Business, Infrastructure and Enterprise Development	shall lead life-cycle infrastructure asset management planning.
Director: Works and Estates	shall carry out life-cycle infrastructure asset management planning for large individual assets or groups of infrastructure assets, which include operation, maintenance and refurbishment requirements. This planning should inform major refurbishment or upgrading requirements which are incorporated into the infrastructure management plan.
Director: Works and Estates	shall ensure that: a) mobilisation for facilities management occurs so that the necessary internal and external facilities management resources are put in place; b) engineering infrastructure management, including the following, occurs:

	1) budgeting and preparation for unplanned as well as planned maintenance; 2) regular checking of hard services [mechanical, electrical and plumbing (MEP) services] to keep them serviceable with special attention being paid to critical infrastructure; 3) identification and establishment of condition monitoring and inspection plans as per the operating and maintenance manuals to check, test or replace infrastructure systems, subsystems, assemblies or components; 4) preventative (scheduled, routine) maintenance plans are drafted and implemented; 5) all breakdowns are addressed immediately and repairs planned and prioritised; and 6) a record is made of infrastructure breakdowns and incidents which can be analysed to identify trends to inform decisions; c) the day to day soft services (for example, cleaning, security, catering, fire protection, waste management, reception services) are done properly and that University employees or contractors and their performance is measured and reported against performance specifications; and d) demobilisation of facilities management for infrastructure that will be disposed of as well as for infrastructure earmarked for upgrades, refurbishments or rehabilitation.
7(c)INFRASTRUCTURE MANAGEMENT SYSTEM	
Vice Chancellor	shall oversee the progressive development of an infrastructure management system.
Pro-Vice Chancellor: Business, Infrastructure and Enterprise Development	shall lead the progressive development of an infrastructure management system.
Director: Works and Estates	shall manage the progressive development of an infrastructure management system, which incorporates an infrastructure asset register and the identification of critical infrastructure needs, to provide reliable, consistent and updated infrastructure

	information to enable optimised decisions to be made, which should: a) be used to inform infrastructure management activities; and b) provide improved risk control assurance that the objectives in the infrastructure management policy will be achieved on a consistent basis.
7 (d) REAL ESTATE MANAGEMENT	
Vice Chancellor	shall oversee the entering into of leases for infrastructure for use by the University or for the leasing of University infrastructure and the administration thereof.
Pro-Vice Chancellor: Business, Infrastructure and Enterprise Development	shall lead the entering into of leases for infrastructure for use by the University or for the leasing of University infrastructure and the administration thereof.
Director: Works and Estates	shall manage the entering into of leases for infrastructure for use by the University or for the leasing of University infrastructure and the administration thereof.
7 (e) OCCUPATIONAL HEALTH AND SAFETY	
Vice Chancellor	shall oversee all occupational health and safety and environmental compliance in relation to infrastructure and the usage of land.
Pro-Vice Chancellor: Business, Infrastructure and Enterprise Development	shall lead all occupational health and safety and environmental compliance in relation to infrastructure and the usage of land.
Director: Works and Estates	shall manage all occupational health and safety and environmental compliance in relation to infrastructure and the usage of land.
7 (f) ACCESS AND SECURITY	
Vice Chancellor	shall oversee all access and security required to safeguard University infrastructure and land.

Pro-Vice Chancellor: Business, Infrastructure and Enterprise Development	shall provide leadership for all access and security required to safeguard University infrastructure and land
Director: Works and Estates	shall manage all access and security required to safeguard University infrastructure and land
7 (g) ACCESS AND ICT INFRASTRUCTURE	
Vice Chancellor	shall oversee all access and ICT infrastructure.
Information Technologist	shall manage all access and ICT infrastructure.
7 (h) ANNUAL INFRASTRUCTURE MANAGEMENT PLAN	
Vice Chancellor	shall ensure that all planning for new infrastructure is aligned with the approved vision.
Vice Chancellor	shall oversee the development of an annual infrastructure management plan, satisfying the requirements of the University's Policy for Infrastructure Management at stage 1 (infrastructure planning).
Pro-Vice Chancellor: Business, Infrastructure and Enterprise Development	shall lead the development of an annual infrastructure management plan, satisfying the requirements of the University's Policy for Infrastructure Management at stage 1 (infrastructure planning).
Director: Works and Estates	shall develop an annual infrastructure management plan, satisfying the requirements of the University's Policy for Infrastructure Management at stage 1 (infrastructure planning). Such a plan, which shall be developed ahead of a financial year and include new infrastructure, as well as plans for operation, maintenance, refurbishment and rehabilitation of existing infrastructure, and disposal of infrastructure which is no longer required to meet the University's objectives, shall be based on:

	a) a needs analysis informed by factors such as policies, norms and standards, condition assessments, functional performance, student enrolment trends, current and forecasted levels of optimisation; b) the infrastructure planning principles contained in Annex C; c) the grouping of projects into programmes to enable cash flow projections for projects during a financial year to be adjusted and funds to be moved between projects within a programme to avoid under-expenditure without changing the purpose for which funds were approved; and d) the readiness of projects for implementation.
Pro-Vice Chancellor: Business, Infrastructure and Enterprise Development	shall ensure that the following is undertaken for all projects admitted to a pipeline of projects at stage 0 (Project Initiation) in accordance with the provisions of the University's Infrastructure Management Policy: a) the identification of the impediments to project implementation and establishment of the timelines required to resolve them; b) the identification of high risk critical infrastructure; and c) the prioritisation of projects and the establishment of realistic budgets and timelines over a 3 to 5-year period.

7 (h) KEY STAKE HOLDERS	
Senior Management Team	shall consider the draft Policy provisions, and any envisaged changes thereof, and recommend the Policy to Council for approval.
Bursar	shall integrate infrastructure development and maintenance budget into the University budget and timely release funds approved for Policy and phased master plan implementation.
Director: Gender and Diversity Centre	shall ensure integration of gender and diversity dimensions into the Policy.
Director Quality Assurance	shall ensure compliance with the University-wide Policy Format Template.

Director: Marketing, Communications and Public Relations	shall market Policy internally across the University.
Other Heads of Departments	shall work synergistically with the Director responsible for Works and Estates for effective Policy implementation.
Stakeholders, including students	shall provide user requirements and determine acceptable levels of service performance given criteria such as availability, reliability, responsiveness, environmental acceptability, value for money, how well the infrastructure is being utilized, what quality or condition it is in and its fitness for purpose.

Annex A: Principles associated with the management of the University's infrastructure

The principles associated with the management of the University's infrastructure are:

a) The requirements of the following Acts and their associated regulations need to be met:
   i. Architects Act 27:01
   ii. Electricity Act [Chapter 13:19].
   iii. Engineering Council Act [Chapter 27:22]
   iv. Environmental Management Act [Chapter 20:27].
   v. Estate Agents Act [Chapter 27:05].
   vi. Insurance Act [CHAPTER 24:07]
   vii. Housing and Building Act [Chapter 22:07]
   viii. Labour Act [Chapter 28:01]
   ix. Local Government Laws Amendment Act, 2016
   x. Real Estate (Regulations and Development) Act, 2016
   xi. Rural District Councils Act [Chapter 29:13]
   xii. Urban Councils Act [Chapter 29:15]
   xiii. Water Act [Chapter 20:24]
   xiv. Zimbabwe Institution of Engineers (Private) Act [Chapter 27:16]
   xv. ZIMCHE GUIDELINES

b) The value of infrastructure needs to be maximised, that is, the cost of the infrastructure provided to achieve the University's objectives and service standards should be minimised, whilst also considering environmental, social and economic impacts.

c) Infrastructure needs to be used efficiently and reconfigured or, where practical, disposed of if it does not support the University's objectives.

d) Infrastructure needs to be maintained and operated in such a way as to minimise life-cycle costs.

e) Where possible, changes in demand for infrastructure need to be met with solutions which do not require the acquisition of new infrastructure, taking into consideration the University's whole portfolio (for example, maximising the use of existing facilities, or reconfiguring them, rather than building new ones, considering sharing expensive specialist facilities between universities and leasing of existing infrastructure).

f) Risks relating to the ownership, use and operation of infrastructure need to be managed as follows:
   i. the possible consequences of failure of infrastructure needs to be identified and mitigated in a cost-effective manner;
   ii. critical infrastructure should be identified using a risk-based approach by assessing both the probability of failure and the potential impact on the University's operations;

iii. high risk infrastructure needs to be prioritised, especially if this is potentially life-threatening or poses a risk to the achievement of the University's core objectives; and
iv. the University's liability in the event of infrastructure-related claims needs to be minimised.

g) The University's infrastructure should be accessible, energy-efficient, water-efficient and sustainable.

h) Designs need to consider optimal flexibility of use.

i) All infrastructure needs to be registered in an infrastructure asset register and linked into the University's accounting system. The infrastructure asset register should include information such as:
   i. date of capitalisation and total acquisition cost;
   ii. ownership of land, registration, location;
   iii. infrastructure identification (including location);
   iv. infrastructure expected useful life and remaining useful life;
   v. infrastructure condition;
   vi. infrastructure value (based on Depreciated Replacement Cost);
   vii. insurance if applicable;
   viii. dates and costs of repairs, upgrades, replacement and disposals; and
   ix. leasing information.

j) There needs to be periodic condition assessments of infrastructure, the results of which need to be captured on the infrastructure asset register and used to inform infrastructure plans and budgets.

k) There needs to be a periodic assessment of the levels of performance and service that infrastructure delivers, and these should be analysed against the requirements and expectations of users.

l) There needs to be a system or process for prioritisation of repairs.

m) There needs to be a system for handling of complaints and responding to requests from infrastructure users, which should include standards for reasonable response times.

n) There needs to be consultation with relevant stakeholders regarding infrastructure plans.

Annex B: Universal spatial planning principles applicable to the University

The development of a guiding spatial framework for a university gives form, content and meaning to the physical requirements. The design of University's campuses should define and celebrate the University's sense of place, communicating the institution's purpose, presence and peculiar identity.

The influences determining form are multi-faceted and complex. Nevertheless, the following universal design principles have relevance in developing and shaping the University campuses and should inform and be applied in varying forms.

1) Equity and dignity

Equity does not imply that everything should be the same. Rather, it refers to equity of access - all people should have the opportunity to access a broadly equivalent set of opportunities. Accordingly, equity of access in a spatial context implies commitment to a movement system anchored by the lowest common denominator, namely people on foot. This requires:

i. the promotion of principles of universal access;
ii. the establishing of a network of shared amenities accessible to all students across the University's campuses;
iii. establishing a balanced movement network, allowing for equitable access to the University by public transport, non-motorised transport, pedestrians and private vehicles;
iv. a commitment to the promotion of pedestrian, non-motorised transport and public transport over private vehicular movement;
v. the promotion of pedestrian priority; and
vi. the developing of non-obtrusive parking strategies.

The University is populated by students from many different walks of life. Accordingly, a basic right of all students is to meet in dignified public spaces which are 'owned' by all, regardless of personal circumstances such as gender and the differently abled.

Spatially, the emphasis is on creating dignified places for informal meeting, using all new buildings and objects to define and make space, using selective, powerful landscaping in different ways to define place, to create shade and shelter and to reinforce structural informants.

2) Integration

Integration refers to the University as an institution committed to being place-bound. This is based on a recognition that an increased sense of belonging results in an increased sense of purpose. This has several spatial implications as it:

i. places great importance on place-based research;
ii. emphasises the need to undertake outreach activities in local communities;
iii. underpins a need to engage with the host cities / towns, surrounding communities and institutions; and
iv. implies that the University needs to become a good neighbour and as such take an active interest in its surroundings on an academic, community and spatial level.

The promotion of integration in a society historically obsessed with separation is an important issue to address. Such integration should include:

i. integration with the host-city / host-towns or surrounds;
ii. integration of modes of movement;
iii. social and cultural integration;
iv. integration in sport; and
v. academic integration.

3) **Quality of shared / common spaces**

Any plan for the University needs to consider place making, that is, the creation of a sense of spatial uniqueness and identity. An important part of this is developing an appropriate response to the site. The spatial implications of this include working with the land, working with water, use of landmarks and the appropriate use of indigenous vegetation.

The aim of all universities should be to promote a holistic teaching and learning environment, as opposed to just a classroom-based one. Central to this is recognising the importance of informal mixing and social contact between students of diverse disciplinary backgrounds as part of the total educational experience. The implication of this from a spatial perspective is the creation of dignified, pleasant places of meeting in the public realm. A variety of shared spaces should be offered by the University, which represent the primary informal gathering or meeting spaces for students, staff and residents alike. The dignity of these places will impact on the dignity of the university campuses.

Safety and security and heritage considerations need to be taken into account in the creation of these common spaces.

4) **Robustness and flexibility**

The spatial framework needs to be strong enough to give clear direction yet sufficiently minimalist to accommodate growth and change. Planning cannot be driven by programmes - it needs to be based on the elements of public structure, that is, green space, movement of all modes, shared public facilities (libraries, meeting places, sports

facilities and recreation, performance and display spaces), hard open space, housing and utility services. These need to be woven together into a coherent framework which creates a logic of access, ranging from very public or exposed to very private.

Planning needs to reflect a consistency of thought across scales which requires a 'package of plans' approach, with each larger scale providing the fixes for successively smaller scales. Connecting scales and integrating city activities is an important part of the challenge.

5) **Phasing and implementation strategies**

The underlying principle when addressing phasing for campus projects with the larger overall University land is to ensure that each implementation creates its own urbanity and sense of identity right from the start.

The aim of campus spatial frameworks should be to establish a microcosm of the completed new University campus from day one. The phasing pattern focuses not on buildings and infrastructure alone, but on establishing complete public spaces. Phasing in this manner reduces large infrastructural costs.

6) **Sustainability and efficiency**

Decisions taken in relation to the location, design and management of the institution need to be geared towards optimal sustainability. The University's campuses should play a leadership role in demonstrating sustainable practices. The University should demonstrate best practice in terms of a broad spectrum of environmental and sustainability including efficiency of land utilisation.

The academic vision and the spatial directions of the University should be considered as complementary and synergistic. Direction should accordingly be derived from:

i. interrogating the University's mission statement, which provides the highest order of direction for the spatial development plan, to explore the spatial implications of the academic mission;
ii. identifying the desirable performance qualities that a university in Africa in the 21st century should be seeking to achieve which have spatial implications; and
iii. a comprehensive understanding of the contextual informants (the concrete things which have material substance, shape, topography, environmental character, climate, texture, as well as socio- economic features) which embody very different properties, in accordance with the unique cultural and environmental conditions of the place within which the University's campuses are located.

Academic vision for a particular campus can also have spatial implications for the creation of:

i. living and working environments of a quality that attracts and retains world renown academics;
ii. adequate library, student resource amenities, student accommodation with meals and self-catering and IT facilities.

The method employed in the development of spatial plans needs to elevate planning and design from opinion to argument in order to seek sufficient consensus around the desired norms and their spatial implications.

Annex C: Infrastructure planning principles for the University

Infrastructure projects are determined and costed, as relevant, by:

a) obtaining and considering the expectations and requirements of stakeholders in the University;

b) determining appropriate levels of service and identifying the infrastructure required to meet this level of service and achieve the University's strategic objectives;

c) establishing an infrastructure baseline by reviewing existing infrastructure assets, including the identification of critical assets;

d) assessing existing infrastructure assets in terms of their efficiency of use, and proposing improvements;

e) identifying any gaps between the existing infrastructure and the required infrastructure;

f) considering all possible ways of meeting the gaps, such as building new infrastructure, renting infrastructure, utilising existing infrastructure more effectively, reconfiguring existing infrastructure or sharing infrastructure with other institutions, to determine the best solutions to the gaps;

g) taking a 'whole-portfolio' approach when considering options for addressing gaps, enabling all available options to achieve the required levels of service to be considered, ensuring the provision of infrastructure at the lowest life-cycle cost;

h) analysing asset management information;

i) determining the functional requirements and required level of service for new infrastructure and applying the space and cost norms to the needs for new infrastructure;

j) comparing the needs against the budget, and prioritising in terms of this policy if the needs exceed the budget; and

k) planning for capital projects taking into account the operation and maintenance of the infrastructure after it has been constructed.

An identified need for infrastructure may only be satisfied through new infrastructure where it is established that no unused or underutilised existing infrastructure can be used cost effectively, with or without modification, to satisfy such needs. Investigations into time / programme efficiency (usage through the day), academic efficiency (changes in academic programmes), location efficiency (placement in relation to other amenities) and space efficiencies (suitable size for use and allocation) may be required to identify underutilised spaces.

Adequate access control infrastructure needs to be put in place to provide a safe environment for the University community.

Credible forecasts of the current and net demand for services or requirements for functionality should be made over a period of not less than ten years.

8. DOCUMENT VERSION MANAGEMENT AND CONTROL

Document Name	Infrastructure Development and Management Policy	WUA
Version Reference	PVC: BIED 1	
Document Owner	Pro-Vice Chancellor: Business, Infrastructure and Enterprise Development	
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