



WORKS & SERVICES  
DOW UNIVERSITY OF HEALTH SCIENCES

# STRATEGIC PLAN (2024 - 2027)

Pioneering Excellence | Inspiring Innovation



**To Heal | To Educate | To Discover**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

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## **DIRECTOR'S MESSAGE**

Strive for excellence in development to strengthen the infrastructure of the university, work with a dedicated team for maintenance of the existing facilities, and initiate new projects related to research purposes and other approved projects by adopting the standard new methods and technologies and by providing & maintaining the quality of the services.

**Engr. Abdul Rahim Khan**

## **EXECUTIVE SUMMARY**

The strategic plan highlights the monitoring, supervision, and execution of the infrastructure development. Maintenance of Works & Services facilities for smooth functioning of the departments. It also includes training programs for more skills and learning new opportunities, quality of work standards, safety measures, following the instructions of the Competent Authority, and successful implementation of the approved projects and works, & Services.

## **ABOUT THE DEPARTMENT**

To strengthen the infrastructure of the university, the Works and Services Department looks after the implementation /Execution of the approved projects. Preparation of development budgets, Supervision of approved works, provide facilitation to the departments for maintenance of the works & services facility.

## **INTRODUCTION AND OVERVIEW**

The Works & Services Department executes projects as per approval. The projects depend on their nature (urgent, routine, monthly, quarterly, yearly) and the availability of facilities, resources, and fund allocations. Maintenance of Works & Services facilities standardized benchmarks for quality assurance for smooth functioning of both academic and non-academic departments. Proper systems implementation as per approved policies and procedures. Work with honesty and loyalty towards job responsibilities. To facilitate the task assigned by the competent authority. Timely and Successful completion of the approved projects

## **KEY HIGHLIGHTS AND ACHIEVEMENTS**

### **Projects: Work In Process**

- Construction of seminar halls at Ojha campus DUHS, Karachi,
- Construction of new girls' hostel at Ojha campus, DUHS Karachi,
- Construction of warehouse at Ojha campus, DUHS, Karachi,
- Construction of the Institute of Biological, Biochemical, and Pharmaceutical Sciences (IBBPS) at Ojha Campus,
- The installation and commissioning of 2 nos. Passenger lifts, including ancillary works at the new girl's hostel, Ojha campus,
- The installation and commissioning of 2 nos. Passenger lifts, including ancillary works at the seminar hall, Ojha campus,
- Installation and commissioning of passenger lifts, including ancillary works (at DMC & DIDC campus) DUHS Karachi
- Installation and commissioning 2 nos. Bed lifts, including ancillary works at the oncology center, Ojha campus,
- Upgrading of sub-stations of DUHS,
- Various maintenance & repair works (as per requirements of the various departments with approval of the concerned HOD).
- Services tenders repair & maintenance of Ojha campus, the DMC, the DOW collection points
- Establishment of collection centers for DDRRL in Karachi and out-reach in interior Sindh and Baluchistan
- Installation & commissioning of 132 kW grid-tied solar system at DDC, DMC campus,



- Installation & commissioning of 102 kW grid-tied solar system at IBS, Ojha campus.

### CONSTRUCTION OF BUILDING FOR THE INSTITUTE OF BIOLOGICAL, BIOCHEMICAL & PHARMACEUTICAL SCIENCES (IBBPS)



### CONSTRUCTION OF NEW GIRLS HOSTEL





## CONSTRUCTION OF WAREHOUSE



## CONSTRUCTION OF PLASMA COLLECTION & PROCESSING LABORATORY



## CONSTRUCTION OF SEMINAR HALL





## ESTABLISHMENT OF COLLECTION CENTERS DDRRL



## INSTALLATION AND COMMISSIONING OF PASSENGER LIFTS



## CONSTRUCTION OF AUDITORIUM AT OJHA CAMPUS



## CONSTRUCTION OF BUILDING FOR SCHOOL OF PUBLIC HEALTH





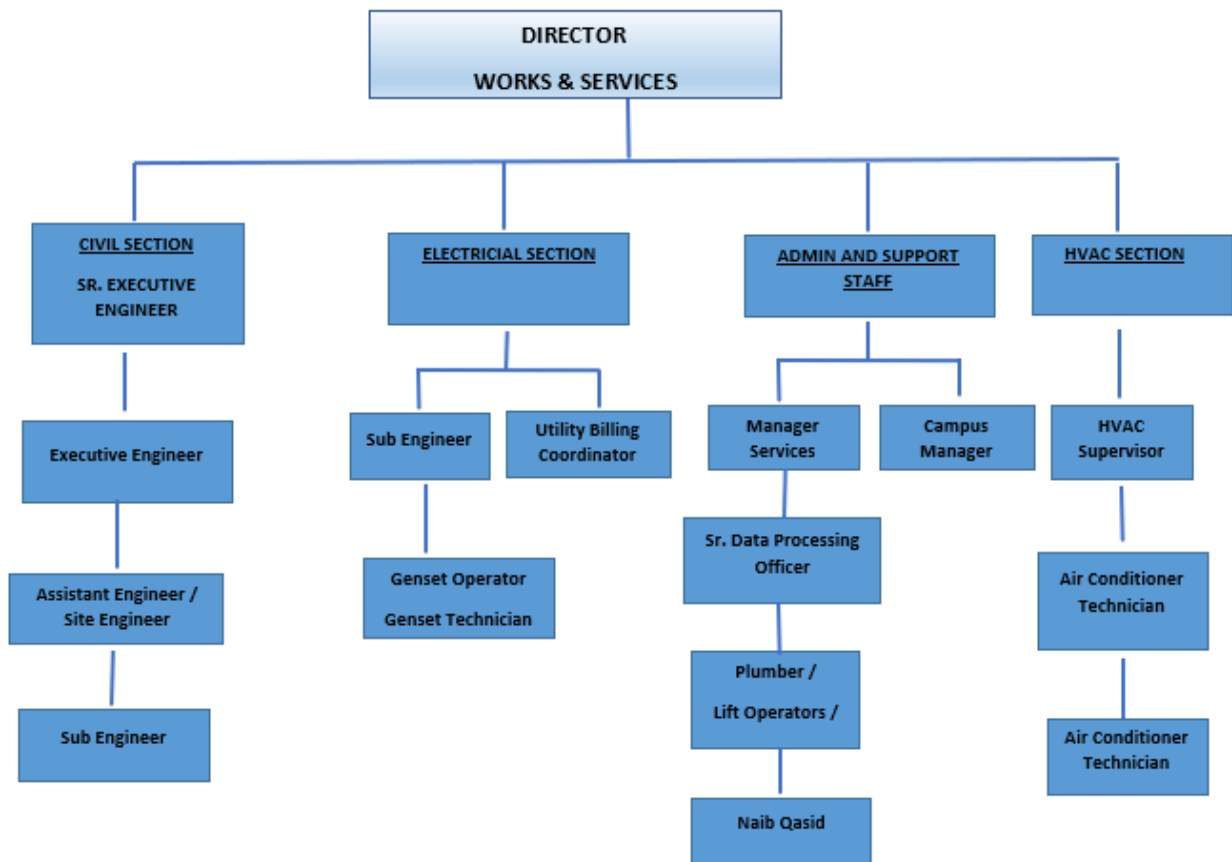
## CONSTRUCTION OF BUILDING FOR INSTITUTE OF MEDICAL TECHNOLOGY (IMT)



## APPNA CENTRE FOR EMERGING TECHNOLOGIES



# ORGANOGRAM



## **SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS**

To facilitate departments (as per approval) relevant to the infrastructure development such as constructions, renovations & extensions. Implementation / Monitoring / Execution of approved projects. To facilitate development projects, tendering process (Works & Services), preparation of the bidding documents, annual audit, supervision of approved works, M&R works & services facilities as per prescribed procedure & policies. Prepare and submit annual budget concerns to the departments for the proper execution of the approved projects and effective utilization of the allocated funds.

The financial risk is reduced through proper annual budgeting. Annual UDWP budgets are initiated as per requirements, approval, and availability of the funds. University- SOP for Fire safety plan, proper training is conducted from time to time.



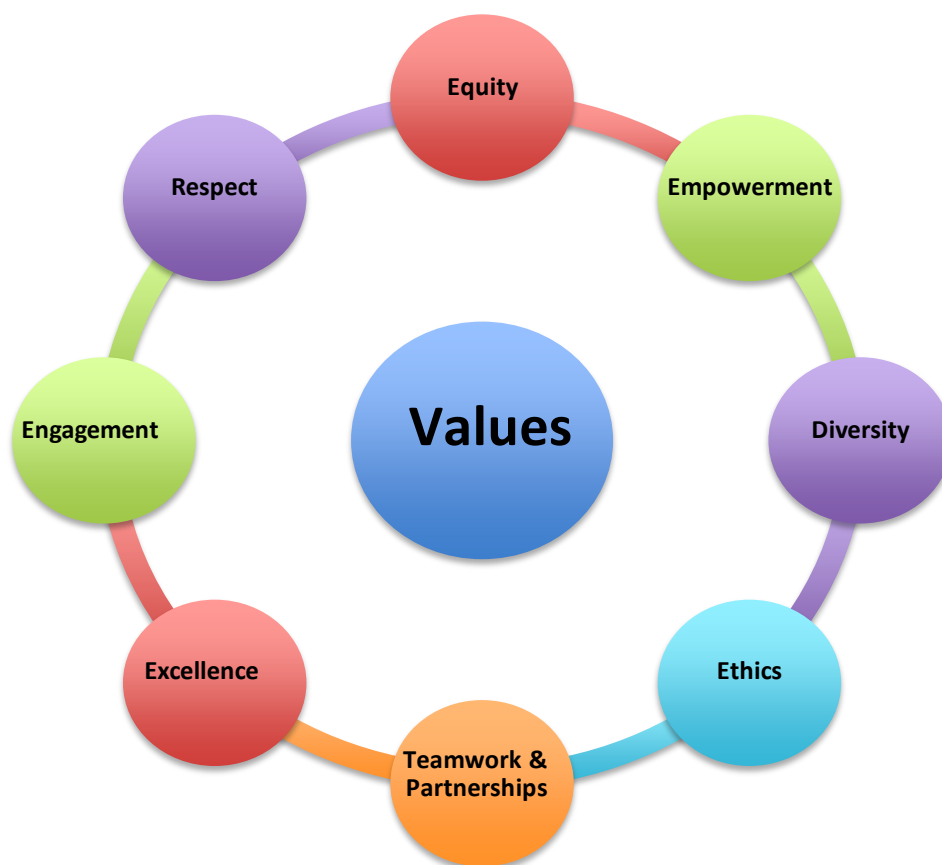
## SECTION II: VISION, MISSION, & VALUES

### VISION

To be a pre-eminent academic institution committed to changing and saving lives.

### MISSION

Providing outstanding patient-centered education, training, and clinical care informed by cutting-edge research and innovation, generating and disseminating new knowledge.



### VALUES:

- **Customer Service**  
*Put patients & students first.*
- **Empathy & Compassion**  
*Understand before you judge.*  
*Be concerned for the sufferings & misfortunes of others.*
- **Excellence**

*Be the best and commit to exceptional quality and service.*

- **Innovation**

*Encourage curiosity, imagine, create, and share.*

- **Teamwork**

*Engage & collaborate.*

- **Integrity & Leadership**

*Be a role model and influence others to achieve their best. Have the courage to do the right thing.*

*Hold yourself and others accountable.*

- **Respect & Collegiality**

*Be kind.*

*Listen to understand.*

*Value different opinions.*

## **STATEMENT OF PURPOSE:**

Infrastructure Development, Successful initiation/completion/implementation of the approved Projects, Facilitation for maintenance of Works & Services facility for University campuses.

### **SECTION III:       ASPIRATIONAL INSTITUTIONS**

- National Institute of Cardiovascular Diseases (NICVD)
- The Agha Khan University
- Sindh Institute of Urology and Transplantation
- King Edward Medical University

## **SECTION IV: STRATEGIC GOALS**

**Goal 01:** Enhance and expand infrastructure to support the university's growth and operational efficiency.

**Objective 1:** Efficiently plan, execute, and monitor infrastructure projects to meet university needs.

**Goal 02:** Ensure the efficient maintenance and repair of works & services facilities to support seamless departmental operations.

**Objective 1:** Optimize maintenance and repairs to ensure efficient and reliable facility operations.

## OBJECTIVES, OKRs, & KPIs

Goal 01: Enhance and expand infrastructure to support the university's growth and operational efficiency.							
Goal Statement: To ensure the timely approval, funding, execution, and completion of infrastructure development projects that meet the university's strategic needs and compliance standards.							
Objectives & Key Results (OKRs)							
Objective 1: Efficiently plan, execute, and monitor infrastructure projects to meet university needs.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Infrastructure Development/ New Projects	KR1: Projects Approval /Allocated Funds	KPI 1: Project Purpose (Specifications Tenders, Approvals)	BOQs, Drawings	Depends upon the duration of the project	Related Staff Members	Fund availability = (HEC, Sindh Government, UDWP), Donations, Requirements Space/Area of the project	Projects initiated from time to time depend on the requirements of the university/departments (urgent routine monthly, quarterly, yearly)
	KR2: Project Progress	KPI 2: Project Monitoring (such as Quality of work, Labor productivity, Billing, Policies & standards procedures, Timeline, Risk Management, Field Management Reports)	Project Monitoring Reports	Depends upon the duration of the project	Related staff Members	Specialized Team Members, Standard Methods	Projects initiated from time to time depend on the requirements of the university/departments (urgent routine monthly, quarterly, yearly)
	KR3: Project Completion	KPI 3: Successful & timely Completion of projects	Successful project Completion Reports	Depends upon the duration of the project	Related staff Members	Specialized concern department team to progress the project further.	Projects initiated from time to time depend on the requirements of the university/departments (urgent routine monthly, quarterly, yearly)

Goal 02: Ensure the efficient maintenance and repair of works & services facilities to support seamless departmental operations.							
Goal Statement: To establish a systematic approach for maintaining and improving infrastructure facilities, ensuring cost-effective repairs, timely execution, and adherence to prescribed procedures and policies.							
Objectives & Key Results (OKRs)							
Objective 1: Optimize maintenance and repairs to ensure efficient and reliable facility operations.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Maintenance of Works & Services facilities for smooth functioning of the departments. M&R works & services as per prescribed procedure & policies	KR1: Repair & Maintenance Cost	KPI 1: Budget, MR, Approvals	Approved Tender	Depends upon the duration of the R/M Works & Services Facilities	Related staff Members	Fund availability	M&R works & services initiated from time to time depending on the requirements of the university/departments (urgent routine monthly, quarterly, or yearly)
	KR2: Performance Efficiency	KPI 2: Skilled Staff, Timeline, Billing	Standard Methods	Depends upon the duration of the R/M Works & Services Facilities	Related staff Members	Team members, Standard Methods Technical expertise availability	M&R works & services are initiated from time to time depending on the requirements of the university/departments (urgent routine monthly, quarterly, or yearly)
	KR3: Successful Work Completion	KPI 3: Successful Work completed as per approval /MR	Satisfactory Work Completion Certificate	Depends upon the duration of the R/M Works & Services Facilities	Related staff Members	Staff to maintain further the W&S facilities	M&R works & services are initiated from time to time depending on the requirements of the university/departments (urgent routine monthly, quarterly, yearly)

## **SECTION V:      RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS**

Prepare and submit an annual budget for proper execution of the approved projects and maintenance of Works & Services facilities for effective utilization of the allocated funds. Development of healthcare facilities by adopting standards and approved policies. Strengthening infrastructure development, Experienced working team. Efficient utilization of allocated funds with timely and successful completion of projects/works & services facilities.



## **SECTION VI: IMPLEMENTATION AND MONITORING OF STRATEGIC PLAN**

Project/ Works/ Services monitoring reports (monthly, quarterly, and yearly) such as Preventive maintenance, Field Management reports, and Project Completion Reports are maintained. For further improvements, more proper training programs and software systems are required to be initiated for better services to be provided.

## SECTION VII: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT ANALYSIS
B	TOWS MATRIX

## APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. High efficiency in infrastructure development, Maintenance Works, &amp; Services Facilities.</li> <li>2. Skilled and experienced staff. Experienced project executing team.</li> <li>3. Excellent end-user services for smooth working.</li> <li>4. Capability to work in hard and difficult conditions to handle works &amp; services effectively.</li> <li>5. Capability of initiating preparations of bidding documents, contract agreements, tendering, and project supervision.</li> </ol>	<ol style="list-style-type: none"> <li>1. Resistance to new methods.</li> <li>2. Resistance to technology.</li> <li>3. Insufficient infrastructure and support logistics.</li> <li>4. Less research.</li> <li>5. Lack of HSE precautions on the sites.</li> <li>6. Training programs are not initiated from time to time.</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Possibilities of working on future different projects for strong development of infrastructure.</li> <li>2. Sustainable development in university policies.</li> <li>3. Customization of works &amp; services according to DUHS context, policies &amp; procedures.</li> <li>4. Improve the feedback system, initiating a Project Management system.</li> <li>5. Improve performance by training</li> <li>6. Possibilities of developing a functional and coordinated project team for efficient implementation of assignments/job duties.</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of integration between stockholders to share information.</li> <li>2. Lack of timely payments through the supply chain system.</li> <li>3. Financial threats, Economic threats.</li> <li>4. Attitude towards job and absence of professional ethics.</li> </ol>

## APPENDIX B: TOWS MATRIX

	OPPORTUNITIES	THREATS
	<ol style="list-style-type: none"> <li>1. Possibilities of working on future projects</li> <li>2. Sustainable development in university policies</li> <li>3. Customization according to DUHS context</li> <li>4. Improve feedback system</li> <li>5. Improve performance by training</li> <li>6. Possibilities of developing a functional and coordinated project team</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of integration between stockholders to share information</li> <li>2. Lack of timely payments through the supply chain</li> <li>3. Financial threats</li> <li>4. Economic threats</li> <li>5. Attitude towards job and absence of professional ethics</li> </ol>
STRENGTHS	SO	ST
<ol style="list-style-type: none"> <li>1. High efficiency</li> <li>2. Skilled and experienced staff</li> <li>3. Excellent end-user services</li> <li>4. Experienced project executing team</li> <li>5. Capability to work in hard and difficult conditions</li> <li>6. Capability of initiating preparations of bidding documents, contract agreement, tendering, and project supervision</li> </ol>	<ol style="list-style-type: none"> <li>1. Possibilities of working on future projects with skilled and experienced staff with high efficiency.</li> <li>2. To initiate preparation of the bidding documents, tendering, project supervision, M/R for works &amp; services facilities as per approved policies and standards.</li> </ol>	<ol style="list-style-type: none"> <li>1. High efficiency can be effective by lack of timely payments, factors such as financial, economical</li> <li>2. Retain skilled and experienced staff attitude towards the job.</li> </ol>

WEAKNESSES	WO	WT
<ol style="list-style-type: none"> <li>1. Resistance to new methods</li> <li>2. Resistance to technology</li> <li>3. Insufficient infrastructure and support logistics</li> <li>4. Less research</li> <li>5. Lack of HSE precautions on the sites</li> <li>6. Poor skill training</li> </ol>	<ol style="list-style-type: none"> <li>1. Improve working skills, sustainable development in university infrastructure with proper training, and enhance the capability to work on different projects.</li> <li>2. Functional and coordinated project team to specialize in different types of projects, professional ethics &amp; policies</li> </ol>	<ol style="list-style-type: none"> <li>1. Construction of different types of projects to carry out with safety measures.</li> <li>2. Proper Training on the HSE precautions on the site.</li> <li>3. Attitude towards Resistance to new methods and technology can be reduced by training programs.</li> </ol>