

DAR ES SALAAM INSTITUTE OF TECHNOLOGY



DIT CONSULTANCY BUREAU OPERATIONAL POLICY AND PROCEDURES

DIT/ICB/PO/01/R.NO.01

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LIST OF ABBREVIATIONS

CPD:	Continuous Professional Development
DIT ICB:	Dar es Salaam Institute of Technology- Institute Consultancy Bureau
DIT:	Dar es Salaam Institute of Technology
DRARC:	Deputy Rector Academic, Research, and Consultancy
DRPFA:	Deputy Rector Planning, Finance and Administration
KPI:	Key Performance Indicator
RCB:	Research and Consultancy Bureau
OPP:	Operational Policy and Procedures

ERB : Engineers Registration Board

CoEs: Centres of Excellence

ISO : International Organization for Standardization

FDA : Food and Drug Administration

PE : Professional Engineer

CE : Consulting Engineer

GLOSSARY

Bureau - DIT Institute Consultancy Bureau

Campus - a non-autonomous governance unit of the Institute established within or outside the proximity of the Institute as established by the legal instruments of the Institute.

Constituent College - a semi-autonomous governing unit established under the Institute

Consultancy services - the provision of professional advice and services requiring significant engineering and/or scientific inputs and analysis from professionals where the work is not routine.

Council - the Council of the Institute as defined in the DIT Act.

Department - a non-autonomous governance unit within a directorate, campus, school, or faculty.

Direct Costs - costs that are incurred towards, material purchase, labour charges, transport charges, per diems, and other costs that are not an income to the project executor.

DIT ICB Board - a board established with the mandate as stipulated under this Policy.

DIT ICB Consulting Engineers – engineers whose consulting certificates are used in the registration of DIT ICB to ERB.

DIT Organ - Directorates and Units within DIT organization structure

Material Components - procurement of material used for carrying out a project, e.g., work tools and construction tools.

Net Project Value - a monetary value of the project after deduction of direct costs and taxes.

Quality Assurance Team - a team formulated by DIT ICB Director in consultation with Departmental Coordinators to carry out quality assurance activities on consultancy projects.

Supply Component - procurement of project items with fixed price in the market supplied as a package for the project.

Retooling - a continuous process of organizational development.

CHAPTER ONE

INTRODUCTION

1.1. Background information

The Dar es Salaam Institute of Technology (DIT) was established as a public higher learning technical institution in Tanzania by an Act of Parliament No. 6 of 1997 [Cap. 144 R.E 2019 as amended by the Written laws (miscellaneous amendment) Act No.4 of 2023. The core functions of the Dar es Salaam Institute of Technology as spelt under the Act are teaching, research and consultancy. Key resources in these functions are human capital, tools/equipment and information. The resources have to be managed well for maximizing effectiveness and efficiency of the provided services. For years, the institute has developed professional and experienced personnel in various fields of engineering and related technology fields. The institute has well-trained human resources whose number is continuously increasing after acquiring needed scientific and technical capabilities for project development, innovation, consultancy and provision of expert services. Understanding the potentials, strengths, functions and mandate vested under the DIT Act, the Institute considered it necessary to establish a unit to coordinate the research and consultancy-related activities.

1.2. Vision

The vision of Dar es Salaam Institute of Technology is to become a leading technical education institution in addressing societal needs.

1.3 Mission

The mission of Dar es Salaam Institute of Technology is to provide competency-based technical education through training, research, consultancy and development of appropriate innovative technologies and entrepreneurship.

1.4 Objective of the Policy

This document provides commitments and the strategic direction of consultancy projects execution and management at the Institute. The primary objective of this document is to ensure good governance, management and a conducive environment for attracting and executing more consultancy projects in view of improving revenue generation from consultancy services for the benefit of both staff and the Institute. The document guides the execution consultancy projects and its management and monitoring. The general objective of the DIT ICB policy is to ensure optimum income generation and enhance the capability of DIT to contribute effectively in the industrial development of Tanzania through the provision of consultancy, expert professional services and professional development of engineers, scientists, and technologists.

The specific objectives of the DIT ICB Policy include, but not limited to, the following:

- (i) Establishing a unit that brings experts and professionals together to practise in consultancy activities and expert professional services.
- (ii) Strengthening coordination of consultancy activities and community services.
- (iii) Improving efficiency of project implementation, monitoring and evaluation.
- (iv) Promoting and attracting staff members to engage in consultancy activities.
- (v) Strengthening cooperation with the public and private sector in consultancy and community services.

1.5 Rationale for reviewing the Policy

The Institute needs to meet its objective of improving services and increasing productivity through consultancy service provision. Provision

of consultancy services can significantly boost Institute income generation by capitalizing on specialized knowledge, tapping into a growing demand for external expertise, and leveraging flexible and scalable business models. In this regard, it is evident that the Institute needs to develop and operationalize a comprehensive DIT ICB policy to direct consultancy projects execution and management at the Institute. The DIT ICB Policy is expected to ensure good governance and a conducive environment for attracting and executing more consultancy projects, thus improving revenue generation from consultancy services for the benefit of both staff and the Institute. The review of policy, among others, is intended to expand a scope of beneficiaries through inclusivity in the distribution of income generated from consultancy services so that the DIT staffs who are not directly involved in consultancy projects can benefit through incentives, professional development and hands-on learning opportunities from engaging junior staff/students in consultancy projects execution. The review will also enhance DIT ICB's marketing efforts to secure more consultancy projects from the competitive market, foster a dynamic, innovative and efficient project management environment by promoting and leveraging a diverse range of skills within the project management workforce. It will further align DIT ICB governance and management with the new Institute organization structure. Furthermore, the review gears to make DIT ICB more focused by spelling out the need for development of a business sustainability plan to provide strategic direction by separating consultancy activities from non-consultancy ones.

1.6 Jurisdiction and Scope of Coordination of DIT ICB

(a) Jurisdiction

- (i) DIT ICB is an academic-related unit established within DIT (including its campuses) mandated to coordinate all consultancy activities of the Institute involving DIT staff or partnerships

between DIT staff and experts from other related institutions. Consultancy services undertaken by DIT ICB do not include long-term training programmes in which the trainees are awarded a qualifying certificate of the Institute for which accreditation is necessary.

- (ii) DIT ICB shall be a self-financing unit owned and run by the Institute and guided by operational policy and procedures and other instruments approved by the Institute.
- (iii) Any staff member of the Institute shall automatically be a member and stakeholder of DIT ICB.
- (iv) Activities of DIT ICB shall be executed through DIT staff members and where necessary, in collaboration with experts from outside the Institute.

(b) The Scope of Coordination

DIT ICB Coordination shall include but not limited to the following:

- (i) Consulting services in engineering, science, technology, and related disciplines.
- (ii) Professional consulting services.
- (iii) Continuous professional Development (CPD) Programme.
- (iv) Any other services that the Institute shall deem fit.

1.7. Functions of DIT ICB

(a) General Function

The general function of DIT ICB is to enhance the capability of DIT to contribute effectively in the industrial development of Tanzania through the provision of consultancy, expert professional services and professional development of engineers, scientists, and technologists.

(b) Specific Functions

- (i) Promote and administer the implementation of consultancy policy and procedures for activities in the Institute that fall under its jurisdiction;

- (ii) Serve as DIT management arm for reaching and providing consultancy services to the society;
- (iii) Enable the Institute to generate funds to subsidize grants from the government and other donors for the Institute to effectively carry out its core functions;
- (iv) Enable the staff at DIT to supplement their income;
- (v) Optimize the use of DIT expertise and resources to solve societal engineering, technological, and other related problems;
- (vi) Provide means for academic staff to gain professional experience that shall be transferred to students through teaching factory and thereby improve quality of outputs;
- (vii) Make available DIT training facilities to the general public through professional development programme for the purpose of ensuring that the public is kept abreast with the rapidly advancing technology;
- (viii) Establish and offer regular professional development programme for the advancement of local engineers and technologists in the industry;
- (ix) Provide expert technical support to existing industrial operations and to facilitate developments of new industries;
- (x) Facilitate establishment and enhancement of contacts and industrial relations between DIT staff, students and industries;
- (xi) Provide a platform through which DIT staff can transfer their knowledge and skills to industry and vice versa;
- (xii) Assist DIT staff to develop competencies in soliciting for jobs and in preparing winning proposals for consultancy services;
- (xiii) Facilitate and solicit consultancy jobs and register them with DIT ICB;
- (xiv) Manage funds for effective and efficient execution of consultancy projects;
- (xv) Liaise with clients and enter into contract with them on

behalf of the Institute;

- (xvi) Manage quality assurance for all services provided by the DIT ICB to industry and the society.

CHAPTER TWO

POLICY ISSUES, OBJECTIVES, STATEMENTS AND STRATEGIES

2.1 Introduction

This section presents policy issues, objectives, statements, and strategies to be employed for implementation. The policy presents six issues that necessitated the review of DIT ICB Policy and Operational Procedures of 2020. The identified issues include inadequate inclusion of all DIT staff to benefit from DIT ICB generated income, less effective professional and skills development, increased marketing competition in securing consultancy projects, inadequate project management in view of diversity and increased complexity and dynamic market demand; and inadequate business sustainability plan. It is expected that, by addressing these issues through the proposed implementation strategies, DIT ICB will be able to increase income generation that will benefit all DIT staff, effectively engage DIT staff and students in professional skills development, excel in a competitive dynamic market demand, improve effectiveness and efficiency of projects management and find for itself a clear business focus that can increase DIT ICB consultancy projects, and contribute more revenue to the Institute.

2.2 Inclusiveness of all DIT staff to benefit from DIT ICB generated income

The current DIT ICB Operational Policy and Procedures does not adequately ensure inclusiveness for all staff regarding the distribution of profits derived from consultancy income. Lack of inclusivity calls for a more equitable approach to profit sharing that considers the diverse circumstances of all employees such as supporting staff incentive schemes.

2.2.1. Policy Objective

To expand scope of beneficiaries of the distribution of income generated

from consultancy services at the Institute with a view of supporting staff incentive schemes.

2.2.2. Policy Statement

The Institute is committed to ensure the distribution of revenue generated from consultancy projects benefits all staff through incentive scheme.

2.2.3. Policy Strategies

The institute shall:

- (i) Develop operational procedures to ensure the distribution of revenue generated from consultancy projects incentivize all staff directly.
- (ii) Create awareness to help staff who are not currently engaged in consultancy develop skills or knowledge that may allow them to participate in future consultancy projects.

2.3 Professional and skills development

DIT ICB has not effectively engaged in professional development, and there is a noticeable skills gap among both staff and students. Lack of targeted development initiatives has hindered the Institute's ability to fully capitalize on the potential of its workforce and ensure that students gain practical and industry-related experience. The adoption of professional and skills development approach will not only enhance the staff and students professional growth but also improve the Bureau's capacity to meet industry demands in line with dynamic technology development as well as increasing its competitiveness in the global market.

2.3.1 Policy Objective

To strengthen professional and skills development to less experienced staff and interns through consultancy projects.

2.3.2. Policy Statement

The Institute shall engage less experienced staff and interns in conducting consultancy services.

2.3.3 Policy Strategies

- (i) Develop operational procedures outlining the roles of staff and interns in consultancy projects from proposal writing to execution stage.
- (ii) Provide hands-on learning opportunities by attaching staff members and students to the DIT ICB projects
- (iii) Create awareness to staff members who will serve as mentors for apprentices and interns.

2.4 Marketing competition in securing consultancy projects

DIT ICB is currently facing significant challenges in project acquisition due to the increasing competition from both private companies and other institutions. The failure rate of over 70% in securing projects indicates that the Institute is struggling to effectively compete in the market. Despite its expertise and resources, DIT ICB is unable to attract a sufficient number of projects, which negatively impacts its growth and sustainability. The high failure rate suggests that the Institute may not be leveraging its strengths adequately, possibly due to a lack of effective marketing, business development strategies, or awareness in the market. Consequently, this issue highlights the urgent need for DIT ICB to reassess and improve its approach to client outreach, branding, and competitive positioning to enhance its project acquisition success rate.

2.4.1 Policy Objective

To enhance DIT ICB's marketing efforts and improve project acquisition success.

2.4.2 Policy Statement

DIT ICB shall improve its marketing strategy to better compete in the competitive market, focusing on strengthening the Institute's positioning, expanding its outreach, and improving its project acquisition success rate.

2.4.3 Policy Strategies

The institute shall:

- (i) Conduct a thorough analysis of the competitive strategies and identify market gaps.
- (ii) Establish competitive strategies to enhance securing of consultancy projects

2.5 Project management in view of increasing projects diversity

The modern workplace is increasingly characterized by a diverse array of skills, reflecting advancements in technology, interdisciplinary collaboration, and globalized work forces. In project management, this diversity introduces both opportunities and challenges. However, DIT ICB is facing challenges in managing multi-disciplinary projects, especially during project execution which neglect the quality of project deliverable and hence ruins the institute's reputation. The effective integration of diverse skills into project workflows is essential to ensure productivity, innovation, and equity while avoiding inefficiencies. Therefore, the DIT ICB should have a project management framework to fully leverage increasing skills diversity while ensuring seamless collaboration, efficient resource utilization and equitable participation during project implementation.

2.5.1 Policy Objective

To foster a dynamic, innovative and efficient project management environment by promoting and leveraging a diverse range of skills within the project management workforce for the best service delivery.

2.5.2 Policy Statement

The institute shall strengthen project management to ensure quality service delivery by adopting a standardized and multi-disciplined project management approach and to effectively foster the engagement of potential stakeholders.

2.5.3 Policy Strategies

The institute shall:

- (i) Conduct a diversity assessment of current project management practices to identify gaps.
- (ii) Develop operational procedures to facilitate execution of multidisciplinary consultancy projects.
- (iii) Identify potential local and international partners for joint venture associations to enhance project management capacity.

2.6 Dynamic market demands

Consultancy services like other business activities are prone to forces and factors that influence behaviour and performance of market from time to time. With technological advancement, there is increasing complexity and diversity of dynamic market demands that call for adopting innovative ideas for solutions and services for capturing and attracting the market. In a competitive market environment, innovation influences the price, quality of services and market preference. Since its establishment, the Bureau has conducted consultancy activities in consideration of the relevant technologies, although there is inadequate adoption of innovative ideas that couples with the diversity of dynamic market demands. Lack of innovation in consultancy services increases competitive market demand and reduce preference.

2.6.1 Policy Objective

To increase a significant range of market opportunities and preferences through the use of appropriate innovative solutions and services which are cost-competitive.

2.6.2 Policy Statement

The institute shall provide consultancy services and solutions innovatively for quality, competitive costs, efficiency and timely delivery market.

2.6.3 Policy Strategies

The institute shall:

- (i) Establish operational procedures for employing innovative solutions in consultancy projects.
- (ii) Deploy appropriate technologies that improve productivity and reduce costs of service delivery.

2.7 Business sustainability plan

The institute through DIT ICB has been conducting consultancy services based on guidelines provided under the Operational Procedures and Policy (OPP) of 2020. The core business activity of DIT ICB is to conduct consultancy related activities. However, the Bureau has currently been conducting both consultancy and non-consultancy activities, due to lack of a business plan. Self-evaluation has established that there is a need to have a business plan.

2.7.1 Policy Objective

To set strategic direction focusing on business plan for promoting and implementing sustainable business practices.

2.7.2 Policy Statement

The Institute shall develop and implement a business plan that outlines the strategic direction and resource utilization.

2.7.3 Policy Strategies

- (i) Develop a business plan to spell out the strategic focus of the bureau's key performance indicators, potential business risks and resources utilization.
- (ii) Create awareness on the business plan to all DIT staff and stakeholders.
- (iii) Review performance progress of the consultancy activities in line with strategic goals.

CHAPTER THREE

GOVERNANCE AND OPERATIONAL PROCEDURES

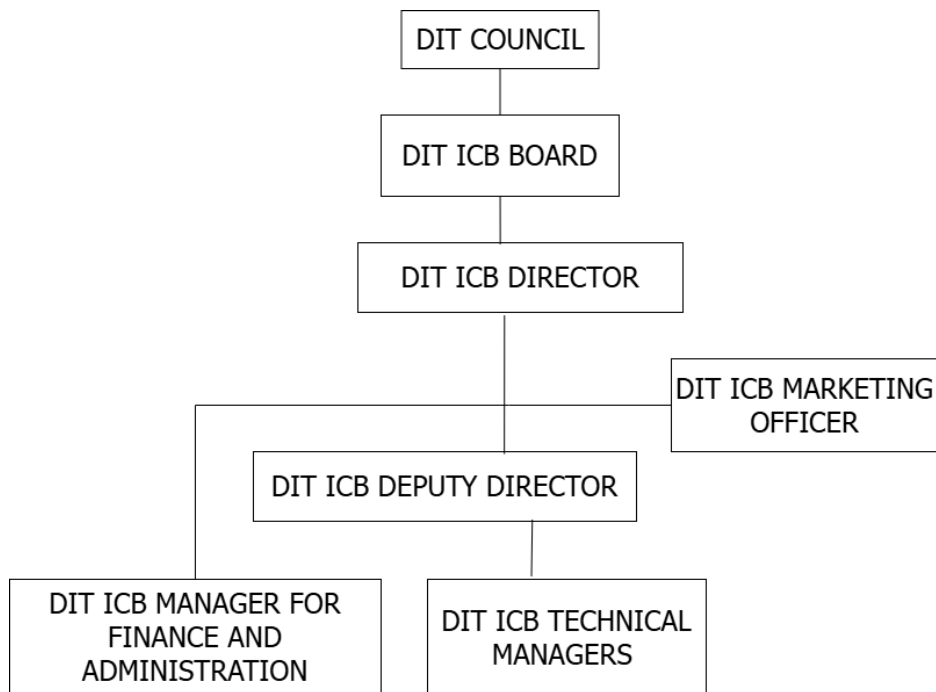


Figure 3.1: Organizational Structure of DIT ICB

3.1. The DIT ICB Board

The DIT ICB shall have the DIT ICB Board as its organ in order to achieve its functions effectively.

3.1.1. Members of the DIT ICB Board

(a) The DIT ICB Board shall comprise the following members:

- (i) Deputy Rector Academic, Research and Consultancy (DR

ARC) – Chairperson.

- (ii) Two members from Industry who are Certified Public Managers for finance and administration (CPA), active members of National Board of Manager for finance and administrations and Auditors (NBAA) or Association of Chartered Certified Accounts (ACCA). The knowledge of project planning and management will be an added advantage.
- (iii) Three members who are consulting engineers (CE) or professionals(PE) whose certificates are used for DIT ICB registration at Engineers Registration Board as recommended to the DIT ICB Management by consultants whose certificates are used to register DIT ICB firm.
- (iv) Director of Research, Consultancy and Publication Unit
- (v) Institute Legal Officer.
- (b) The DIT ICB Director shall be the Secretary of the DIT ICB Board.
- (c) The Board may co-opt any person whose presence is, in its opinion, desirable to attend and participate in a meeting of the DIT ICB Board, but such person shall have no right to vote.
- (d) The remuneration of the DIT ICB Board members shall comply with Institute financial regulations as stipulated in the Government circulars and guideline.

3.1.2. Appointment Procedures of the DIT ICB Board

Except for members appointed to the DIT ICB Board by virtue of their positions herein mentioned, Members from the Industry shall be appointed through the following procedures:

- (i) Each academic Department in the areas of Laboratory science and technology, Civil engineering, Mechanical engineering, Electrical engineering and ICT related fields (electronics and telecommunication and computer related skills) shall recommend two names of suitable persons from the industry obtained out of shortlisted five persons and nominated or voted in the respective departmental meetings.
- (ii) The names of persons recommended by each department shall be submitted with the minutes of the meeting to the DIT ICB

Director who shall scrutinize and table through appropriate organs before the Institute's Council, a maximum of five most suitable persons for appointment of two members of the DIT ICB Board from the Industry.

3.1.3. Powers and Functions of the DIT ICB Board

The DIT ICB Board shall be the primary organ overseeing the operational activities of the Bureau. All matters required to be submitted to and approved by the DIT Council shall be recommended by the DIT ICB Board. The DIT ICB Board shall have powers to approve all operational matters of the Bureau provided that all strategic matters are recommended to the DIT Council for approval. Specifically, the DIT ICB Board shall perform the following functions:

- (i) To oversee and approve periodically reports of Institute consultancy services and professional development courses;
- (ii) To scrutinize and recommend to the Council for approval a policy governing the Institute consultancy services and professional development courses;
- (iii) To scrutinize and recommend to the Council for approval the annual DIT ICB budget and strategic plans;
- (iv) To provide guidance with regard to generation of income for the Institute;
- (v) To advise the Institute on realistic consultancy fees for the jobs undertaken;
- (vi) To approve multi-disciplinary consultancy activities being executed by staff members of the Institute;
- (vii) To introduce strategies for improving the consultancy capacity of the Institute;
- (viii) To guide the development of schemes that motivate staff to engage in consultancy activities;
- (ix) To provide guidance on proper implementation of consultancy activities;
- (x) To advise the Institute on approaches for appraising consultancy for the purposes of academic staff development;
- (xi) Report to Academic Board and/or Management Committee for noting or endorsement all matters it approved;

- (xii) To approve DIT ICB Quality Assurance Strategy and oversee its implementation;
- (xiii) To review and approve the DIT ICB annual performance report;
- (xiv) To scrutinize and recommend to the Council for approval allowances and remuneration of DIT ICB staff and other DIT staff supporting DIT ICB operations;
- (xv) To recommend to the Institute modalities for disbursement of funds generated through consultancy;
- (xvi) Perform any other functions as may be assigned by the Academic Board.

3.1.4. Tenure for DIT ICB Board Members

- (i) The DIT ICB Board members, except the members whose appointment is by virtue of their positions, shall serve for a term of three years and may be re-appointed for one further term. The Council shall have powers to determine, from time to time, the appointment and tenure of the DIT ICB Board Members.
- (ii) There shall be no representation of members in the DIT ICB Board meetings.
- (iii) A member of the DIT ICB Board from within DIT staff shall cease to be one when he/she is very actively involved in conducting consultancy and/or services outside the DIT ICB framework.
- (iv) A member of the DIT ICB Board shall cease to be one if he/she misses three consecutive meetings of the Board without notice to the Chairperson of the DIT ICB Board and the DIT ICB Management shall recommend to the Council another member for replacement.

3.1.5. DIT ICB Board Meetings

- (i) The DIT ICB Board shall meet once every three (3) months.
- (ii) The Chairperson of the DIT ICB Board may call for an emergency meeting when a need arise.

3.2. The DIT ICB Staff

The operations and administration of activities of the DIT ICB shall be under the management of the following staff:

- (i) DIT ICB Director

- (ii) DIT ICB Deputy Director
- (iii) DIT ICB Manager for Finance and Administration
- (iv) DIT ICB Marketing Officer
- (v) DIT ICB Technical Managers from ICT related, Civil, Electrical and Mechanical departments
- (vi) Cashier
- (vii) Secretary
- (viii) Driver and
- (ix) Office attendant.

3.2.1. The DIT ICB Staff Terms of Employment

3.2.1.1 DIT ICB Director

(a) Duties and Responsibilities of the DIT ICB Director

The DIT ICB Director shall report to the Director for Research, Consultancy and Publication.

The primary duties and responsibilities of the DIT ICB Director shall be:

- (i) Coordinating and administering Institute activities regarding consultancy, expert professional services to industry, and continuing education for practising engineers and professionals in the related fields;
- (ii) Providing analysis to support the Institute management decisions on consultancy, professional services and professional development matters;
- (iii) A chief accounting officer of all financial transactions of the DIT ICB;
- (iv) Administering routine activities, addressing strategic issues, and promoting DIT ICB activities;
- (v) Working to secure consultancy jobs as well as to realize partners for joint bidding;
- (vi) Promoting DIT ICB to stakeholders and potential clients;
- (vii) Preparing a five-year strategic plan for approval by the

- relevant DIT organs;
- (viii) Preparing annual action plans for the DIT ICB;
 - (ix) Preparing progress reports of DIT ICB activities;
 - (x) Perform any other duties as may be assigned by immediate supervisor.

(b) Qualifications of the DIT ICB Director

The DIT ICB Director shall have the following qualifications:

- (i) An academic staff member of a rank of Lecturer and above;
- (ii) Active in teaching, research, and consultancy with at least five years of proven professional;
- (iii) Knowledgeable extensively and experienced in the Institute systems;
- (iv) Capable of undertaking negotiations, managing projects and establishing contacts successfully;
- (v) A person of good public relations.

(c) Procedures for Appointing the DIT ICB Director

- (i) The procedures for appointing the DIT ICB Director shall follow the Institute guidelines for the appointments of Heads of Academic Departments and Heads of Administrative Sections.

(d) Tenure for DIT ICB Director

- (ii) The DIT ICB Director shall be appointed for a three-years term, with a possibility of reappointment for a second term.
- (iii) The DIT ICB Director shall only serve two consecutive terms. After a break of at least two terms, they may be considered for appointment.

3.2.1.2 DIT ICB Deputy Director

(a) Duties and Responsibilities of the DIT ICB Deputy Director

The DIT ICB Deputy Director shall report to the DIT ICB Director.

The duties and responsibilities of the DIT ICB Deputy Director shall be:

- (i) Act on behalf of the DIT ICB Director in case of absence;
- (ii) Liaise with staff in other departments on consultancy services;
- (iii) Coordinate proposal preparations for invitation to tender for consultancy services;
- (iv) Coordinate DIT ICB meetings and take minutes;
- (v) Act as project financial controller;
- (vi) Develop and implement strategic plans
- (vii) Work with management to create long-term business strategies;
- (viii) Analyze market trends, business performance, and other factors to predict future needs and opportunities;
- (ix) Oversee the planning, scheduling, and execution of projects, ensuring they stay on track;
- (x) Ensure proper distribution of resources (human, financial, material) to meet operational goals;
- (xi) Prepare, manage, and monitor budgets for various projects or bureau;
- (xii) Evaluate costs and identify opportunities for cost savings or improved efficiency;
- (xiii) Provide forecasts for revenue, costs, and profits to guide decision-making;
- (xiv) Supervise and guide a team of planners, ensuring they understand objectives and processes;
- (xv) Do any other task as may be assigned by the DIT ICB Director.

(b) Qualification of the DIT ICB Deputy Director

The qualifications of the DIT ICB Deputy Director shall be:

- (i) An academic staff member of a rank of lecturer and above;
- (ii) Active in teaching, research, and consultancy with at least five years of proven professional;
- (iii) Knowledgeable extensively and experienced in the Institute systems;
- (iv) Capable of undertaking negotiations, managing projects and establishing contacts successfully;
- (v) A person of good public relations.

(c) Procedures for Appointing the DIT ICB Deputy Director

- (i) The procedures for appointing the DIT ICB Deputy Director shall follow the Institute Guideline for the appointments of Heads of Academic Departments and Heads of Administrative Sections.
- (ii) The DIT ICB Deputy Director shall be appointed for a three-year term, with a possibility of reappointment for a second term.

(d) Tenure for DIT ICB Deputy Director

The DIT ICB Deputy Director shall only serve two consecutive terms. After a break of at least two terms, they may be considered for appointment.

3.2.1.3. DIT ICB Manager for Finance and Administration

(a) Duties and Responsibilities for the DIT ICB Manager of Finance and Administration

The DIT ICB Manager for finance and administration shall perform the following duties:

- (i) Report all the financial matters of the Bureau to DIT ICB Director before they are forwarded to the DIT ICB Board;
- (ii) Prepare accounts and tax returns;
- (iii) Administer payments and control income and expenditure
- (iv) Compile and present reports, budgets, business plan and financial statements to the DIT ICB Director before they are forwarded to the DIT ICB Board;
- (v) Manage financial information entered into appropriate software programmes;
- (vi) Process consultancy expenses;
- (vii) Prepare timely financial statements for the projects;
- (viii) Coordinate internal and external audits;
- (ix) Verify balances and discrepancies in account books
- (x) Perform financial forecasting and risk analysis for DIT ICB;
- (xi) Manage subordinate staff;
- (xii) Perform any other duties as may be assigned by the DIT ICB Director.

(b) Qualifications for the DIT ICB Manager for finance and administration

The DIT ICB Manager for Finance and Administration shall have the following minimum qualifications:

- (i) Be a CPA holder with a minimum of five years of proven working experience;
- (ii) Be a person of high integrity;
- (iii) Must be computer literate and competent in the use of computerized accounting packages;
- (iv) Must have good command of Swahili and English, both written and spoken;
- (v) Should be of good character and public relations;
- (vi) Must be resourceful, capable of taking personal initiatives, and

able to work under pressure.

3.2.1.4 DIT ICB Marketing Officer

(a) Duties and Responsibilities for the DIT ICB Marketing Officer

The primary duties and responsibilities of the Marketing Manager shall be to:

- (i) Design and implement comprehensive marketing plans to achieve business objectives;
- (ii) Analyze market trends and competitors to identify new opportunities;
- (iii) Align marketing strategies with the institute's goals and target audience;
- (iv) Plan, execute, and monitor marketing campaigns across various channels (digital, print, social media, email, etc.);
- (v) Oversee the creation of marketing materials, such as advertisements, brochures, and content;
- (vi) Maintain and enhance the bureau's brand image and voice across all marketing efforts;
- (vii) Work on market positioning, competitive differentiation, and consumer perception;
- (viii) Oversee content creation in websites, blogs, social media, newsletters, and other platforms;
- (ix) Collaborate with content creators (writers, designers, videographers) to produce high-quality marketing content;
- (x) Conduct market research to understand customer preferences, behaviors, and trends;
- (xi) Gather and analyze data on target markets, competitors, and industry developments;
- (xii) Lead and manage a marketing team, assigning tasks and

- responsibilities to ensure successful project execution;
- (xiii) Coordinate with other institute organs to ensure marketing efforts align with broader business strategies;
- (xiv) Manage and optimize online marketing efforts;
- (xv) Monitor key performance indicators (KPIs) and report on digital marketing outcomes;
- (xvi) Develop and implement strategies for customer engagement and retention;
- (xvii) Analyze campaign performance, web traffic, sales data, and customer feedback to assess marketing effectiveness;
- (xviii) Plan and execute promotional events, trade shows, and other marketing initiatives.

(b) Qualifications for the DIT ICB Marketing Officer

The qualifications of the DIT ICB Marketing Officer shall be:

- (i) A background in marketing, typically through related academic degree, which covers key areas like advertising, market research, consumer behavior, and digital marketing;
- (ii) A degree in economics is valuable for understanding market trends, consumer behavior, and data analysis;
- (iii) A Master of Business Administration (MBA) with a focus on marketing will be added advantage
- (iv) With practical experience through entry-level positions such as marketing assistant, social media coordinator, or content creator helps build relevant skills;
- (v) Informed about emerging marketing trends and technologies, including artificial intelligence, influencer marketing, and evolving digital platforms.

3.2.1.5 DIT ICB Technical Managers

(a) Duties and Responsibilities for the DIT ICB Technical Manager

The primary duties and responsibilities of the DIT ICB Technical Manager shall be to:

- (i) Plan, coordinate and participate in supervising DIT ICB activities in their discipline;
- (ii) Seek and transmit to DIT ICB Director ways to improve levels of consultancy services in the Institute;
- (iii) Identify bottlenecks that affect consultancy services and report to DIT ICB Director;
- (iv) Actively participate in DIT ICB meetings upon invitation by the DIT ICB Director;
- (v) Work closely with the project implementing team to develop detailed plans for new products or projects, outlining testing procedures, timelines, and resources required;
- (vi) Oversee quality control processes to ensure that products or services meet the terms of the References and regulatory requirements;
- (vii) Maintain accurate and up-to-date records of inspections, audits, tests, and any corrective actions taken;
- (viii) Prepare and submit quality assurance reports to management, highlighting findings and improvement recommendations;
- (ix) Ensure compliance of the service provided by the DIT ICB with national and international quality standards (e.g., ISO, FDA, etc.);
- (x) Communicate with DIT ICB management about quality issues, concerns, and achievements.

(b) Qualifications for the DIT ICB Technical Manager

The qualifications of the DIT ICB Technical Manager shall:

- (i) Be a registered professional experts holding valid practice (where applicable) license in relevant bodies ;
- (ii) Has at least 3 years experience in relevant consultancy projects;
- (iii) Has at least 3 consultancy projects that he/she has executed.

(c) Procedures for Appointing the DIT ICB Technical Manager

- (i) The Head of Department / unit shall nominate from among its staff a person through departmental meeting approval best suited to promote conduction of consultancy, services and Continuous Professional Development (CPD) in the DIT ICB framework and submit the name to the Director of DIT ICB.
- (ii) The Rector shall appoint the DIT ICB Technical Manager.

(d) Tenure for DIT ICB Technical Manager

- (i) The DIT ICB Technical manager shall be appointed for a three-years term, renewable once based on performance.

3.2.1.6 DIT ICB Cashier

(a) Duties and Responsibilities of the DIT ICB Cashier

The responsibilities of the Cashier shall be to:

- (i) Report all accounts issues to the Manager for finance and administration;
- (ii) Prepare financial documents such as invoices, bills and accounts payable and receivable;

- (iii) Complete purchase orders;
- (iv) Manage payments;
- (v) Complete financial reports on a regular basis and provide information to the finance team;
- (vi) Assist in budget preparation;
- (vii) Assist in performing bank reconciliation;
- (viii) Enter financial information into appropriate software programmes;
- (ix) Manage ledgers;
- (x) Assist in processing consultancy expenses;
- (xi) Manage day to day transactions;
- (xii) Verify bank deposits;
- (xiii) Perform any other duties as may be assigned to him/her by the DIT ICB Manager of finance and administration.

(b) Qualifications for the DIT ICB Cashier

The DIT ICB Cashier shall have the following minimum qualifications:

- (i) Be a holder of diploma in accountancy, with a minimum of two years proven working experience;
- (ii) Be a person of high integrity;
- (iii) Be computer literate and competent in the use of computerized accounting packages;
- (iv) Have good command of Swahili and English Languages, both written and spoken;
- (v) Be of good character and public relations;
- (vi) Be resourceful, capable of taking personal initiatives, and work under pressure.

3.2.1.7 DIT ICB Secretary

(a) Duties and Responsibilities of the DIT ICB Secretary

The DIT ICB Secretary shall:

- (i) Ensure high quality word processing, proof-reading and editing to ensure correspondence and reports are accurate and conform to established DIT ICB procedures;
- (ii) Schedule appointments/meetings both internal and external as shall be requested by the DIT ICB Director;
- (iii) Make travel arrangements for DIT ICB Director and other staff as might be instructed;
- (iv) Receive visitors, handle telephone calls, and take messages accurately;
- (v) Sort incoming mails and deliver to appropriate recipients within the office;
- (vi) Maintain up-to-date files, and distribute correspondences;
- (vii) Photocopy and print various documents;
- (viii) Undertake any other DIT ICB duties as may be assigned to him/her by the DIT ICB Director and other DIT ICB senior office assistants.

(b) Qualifications of DIT ICB Secretary

The DIT ICB Secretary shall have the following qualifications:

- (i) Must be a form IV or form VI with a diploma/certificate in secretarial studies from a recognized institution;
- (ii) Should have a minimum of 2 years proven secretarial and office management experience;
- (iii) Should have capacity to adapt to new working tools.
- (iv) Should be of good character and public relations;
- (v) Must have good command of Swahili and English Languages, both written and spoken;
- (vi) Must be computer literate and proficient in shorthand and type-writing;
- (vii) Should have mature judgement and abilities to work flexibly with

- minimum supervision;
- (viii) Must be conversant with professional ethics and practices for secretarial personnel;
- (ix) Must be resourceful, capable of taking personal initiatives, and able to work under pressure.

3.2.1.8 DIT ICB Office Attendant

(a) Duties and Responsibilities of Office Attendant

The DIT ICB Office Attendant shall do the following:

- (i) Distribute letters and messages as guided by seniors;
- (ii) Support field activities when required;
- (iii) Ensure that packages or messages are cared and delivered in a timely and efficient manner;
- (iv) Maintain records of daily visits in the log book;
- (v) Provide secretarial and clerical support as requested, including preparing, copying, collating, binding, filing, distributing documents, mail, and notifications as instructed;
- (vi) Provide logistical, hospitality and administrative support during events and meetings as required;
- (vii) Undertake any other duties in the DIT ICB office as shall be assigned to him/her by the DIT ICB Director.

(b) Qualifications of the Office Attendant

DIT ICB Office Attendant shall have the following minimum qualifications:

- (i) Be a holder of Form IV Certificate and must have attended an Office Attendant Course at VETA or any other recognized institution;
- (ii) Have a minimum of two years' working experience in a similar capacity;
- (iii) Demonstrate a sense of integrity in the discharge of duties;

- (iv) Possess good oral and writing skills in both Kiswahili and English;
- (v) Have good manners and pleasant character;
- (vi) Be trainable and self-motivated.

3. 2.1.9 DIT ICB Driver

(a) Duties and Responsibilities of DIT ICB Driver

The DIT ICB Driver shall have the following duties and responsibilities:

- (i) Inspect the car to evaluate the safety of the vehicle before and after the trip;
- (ii) Drive DIT ICB staff to various locations on official duties;
- (iii) Manage car cleanness, services and repairs;
- (iv) Keep records of all trips in the trip register;
- (v) Undertake any other related duties as shall be assigned to him/her by the DIT ICB Director.

(b) Qualifications of the Driver

The driver shall be required to have the following minimum qualifications:

- (i) Form IV Certificate and a Class C or C1 motor vehicle licence which he/she has worked for, for at least one year without causing an accident;
- (ii) Basic Driving Course Certificate offered by the Vocational Training College (VETA) or another recognized Government Institution;
- (iii) Must have good manners, pleasant character, and be trustworthy;
- (iv) Be self-motivated and capable of working under reasonable pressure.

3.3. Operational Procedures

3.3.1. Roles of DIT ICB

The roles of DIT ICB shall be as follows:

- (i) Mapping out the consultancy capacity in various departments after such departments have submitted to DIT ICB their strategic plans and other reports on a quarterly schedule;
- (ii) Identifying potential consultancies that could be undertaken by the Institute, and guide departments/units in the choice of relevant and consultancy areas;
- (iii) Improving the overall consultancy capacity utilization of the Institute by improving contacts with relevant government bodies, donor agencies, industries and interested parties in the country and overseas;
- (iv) Promoting the Institute's expertise and capabilities in different areas of consultancy to the wider community;
- (v) Working out schemes which will motivate staff of the Institute to carry out their consultancy through DIT ICB;
- (vi) Registering an insurance cover for professional indemnity against liabilities where necessary at the expense of the respective project;
- (vii) Promoting and coordinating multidisciplinary consultancy activities being executed by various departments/units at the Institute;
- (viii) Providing guidance to enable proper implementation of results from consultancy activities executed by the Institute;
- (ix) Coordinating promotion tours by consultant teams to relevant industries/institutes/departments and organizing workshops/exhibitions to promote the Institute consultancy services capabilities;
- (x) Advising the Institute administration on the use of appraising consultancy work output for purposes of staff consultancy capacity building;
- (xi) Identifying potential partners from industry for joint

- consultancy works;
- (xii) Creating and maintaining a database on consultancy services at the Institute and other relevant related information;
 - (xiii) Organizing and keeping custody of consultancy reports and issuing them for academic and other use whenever needed.

3.3.2. Criteria for Selecting DIT ICB Consultants or Professionals for Registration of DIT ICB

- (i) There shall be an agreement between the DIT ICB and consulting engineers and/or professionals whose registered certificates are used in the registration of DIT ICB clearly stipulating the roles and responsibilities, and terms and conditions for both parties.
- (ii) The consulting engineers or professionals for registration of DIT ICB shall be selected from the DIT staff possessing the required certifications. In case of missing certification(s) at the Institute, the Consulting Engineers outside the Institute shall be engaged.

3.3.3. Roles of the Project Team Leader

A project team leader shall ensure that:

- (i) The project team is comprised of the members from various fields based on the nature of the project;
- (ii) The project is executed in accordance with the time schedule;
- (iii) The project is executed professionally while observing ethical practices to the satisfaction of the client;
- (iv) The project follows the financial regulations in respect to the fees and disbursement formula.

3.3.4. Considerations for Offering Consultancy Services

- (i) Members of staff can conduct consultancy services assignments throughout the year.
- (ii) When staff have to be away from duty to undertake

consultancy duties, a permission must always be sought from the respective office, in line with the existing DIT guidelines and regulations.

- (iii) Teaching must be given priority over consultancy, research or any other activity by academic staff of DIT.

3.3.5. Identification and Acquisition of Consultancy Projects

- (i) The DIT ICB has the obligation to solicit for consultancy projects on behalf of individual members of DIT staff, departments, and units. DIT ICB delegates the power to execute the same to the staff as indicated in the consultancy proposal.
- (ii) DIT ICB has the obligation to facilitate acquisition of the consultancy project(s) by individual members of staff through DIT ICB procedures.
- (iii) The Institute management, departments, units, and individual members of staff can also solicit consultancy projects from clients and the same to be registered under DIT ICB and contracted through normal procedures of the DIT ICB.
- (iv) For the consultancy invitations sent through the Institute by client, the DIT ICB Director in collaboration with the head of respective department(s) will constitute a team of experts to handle proposal/quotation preparation and submission to the client and later on if successfully the same team will work on the assignment.
- (v) The technical proposal shall be prepared with a focus on innovative ideas, aiming to minimize design and supervision costs while also reducing expenses for the client during project implementation.

3.3.5.1. Projects Acquired through DIT ICB

For consultancy projects that will be acquired by the DIT ICB and others that are not executing the project (project solicitor), the DIT

ICB Director shall:

- (i) Analyse viability, practicability, and identify appropriate department(s)/unit(s) that has the relevant expertise to execute the project;
- (ii) Identify, in consultation with the relevant department(s), appropriate consultants to undertake the project and appoint a Project Team Leader;
- (iii) Receive expression of intent from Project Team Leader to carry out the project after forming a project team;
- (iv) Advise the Project Team Leader to prepare a technical and financial proposal for submission to the client through DIT ICB;
- (v) Review and sign contract agreement between DIT ICB and the client. The contract shall include:
 - a) Obligations of DIT ICB and the client,
 - b) Payment schedule that shall specify the percentages of advance payment and interim payment upon submission of draft report,
 - c) Final payment and interest charge for delayed payments,
 - d) Specification of the period within which the client has to submit comments on the draft report, failure of which the final report shall be prepared and submitted to the client;
- (vi) Allocate registration number to the consultancy project;
- (vii) Monitor implementation of the project by the execution team and approve fund disbursements accordingly;
- (viii) Assess quality and completeness of the work and draft report prior to submission to the client for comments;
- (ix) Supervise the implementation of the necessary amendments upon receipt of comments from the client in line with contractual agreement;
- (x) Submit the final project report to the client and a copy to DIT ICB Library if not restricted.

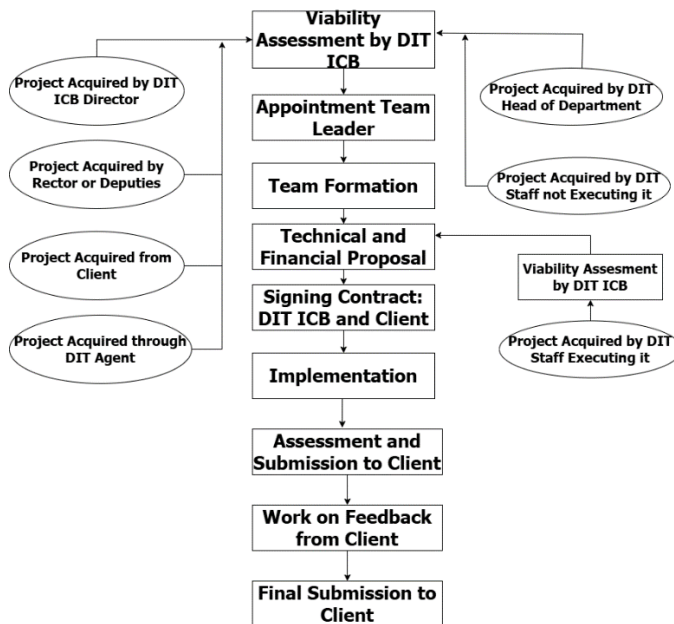


Figure 3.2: Project Flow Chart for Projects Acquired from Different Sources

3.3.5.2. Projects Acquired through Sources not Executing the Project

Consultancy projects that will be acquired through the Institute Management or Head of Department or an individual staff not doing the job, or Institute agent will be transmitted to the DIT ICB Director and all the steps given in 3.2.5.1. shall apply.

3.3.5.3. Projects Acquired through Individual Staff Member Interested in Carrying out the Project

Consultancy projects that will be acquired through an individual staff including retired institute staff who will carry out the project will be transmitted to DIT ICB Director for further procedures as indicated in the Figure 3.2

3.3.6. Assessment of Direct Costs

The DIT ICB Director shall formulate a team to assess project proposals submitted through DIT ICB where the reimbursables are not clearly defined in order to control project direct costs. The assessment shall include but not limited to the following items:

- (i) Validity of the direct costs
- (ii) Direct costs not to exceed 65% of the total project value before tax
- (iii) Where the nature of the project dictates the direct costs to exceed 65%, the project leader shall request approval to carry out the project from the Director of Research, Consultancy, and Publication through DIT ICB Director.

3.3.7. Continuous Professional Development Programme (CPD) and Special Courses

The Continuous Professional Development (CPD) Programme will be divided into two:

- (i) Continuous Professional Development Programme (CPD) providing continuing education to practising engineers, technologists, and other professionals;
- (ii) Special courses (tailor-made courses).

3.3.7.1. Objectives for Continuous Professional Development Programme

The objectives of CPD to practising engineers, technologists, and other professionals shall be:

- (i) To develop professional abilities and proficiency;
- (ii) To keep abreast with advances in technologies;
- (iii) To prepare for wider responsibilities outside the traditional fields of expertise e.g., management, public relations, etc;
- (iv) To equip practising engineers, technologists, and other professionals to play their full role in the profession and

- society at large;
- (v) To disseminate information to the society on the capabilities, expertise, and facilities available at the Institute.

3.3.7.2. Approval Procedure for Running CPDs

The approval procedures of running CPDs is shown in Figure 3.3. The details of the procedure shall be as follows:

- (i) The staff, client, department or DIT ICB may initiate a CPD course.
- (ii) DIT ICB shall receive the submitted CPD course proposal or appoint a team to create one as appropriate.
- (iii) Proposals together with CPD course contents shall thereafter be submitted to the respective department for scrutiny.
- (iv) The department shall deliberate on the CPD course proposal to satisfy itself of the course's relevance, demand, soundness and financial viability and the course coverage.
- (v) The ownership of CPD courses shall be determined by the respective department or as may be agreed with the DIT ICB and/or any other relevant stakeholders.
- (vi) Once the department is satisfied, the CPD proposal including the training manual shall be returned to the DIT ICB Director for final endorsement.
- (vii) Where the department is NOT satisfied, it may:
 - (a) Approve the proposal subject to appropriate recommendations for improvement (minor revision);
 - (b) Return the proposal to the author(s) for review and subsequent resubmission;
 - (c) Reject it if the proposal is sub-standard in course content and quality of the training manual

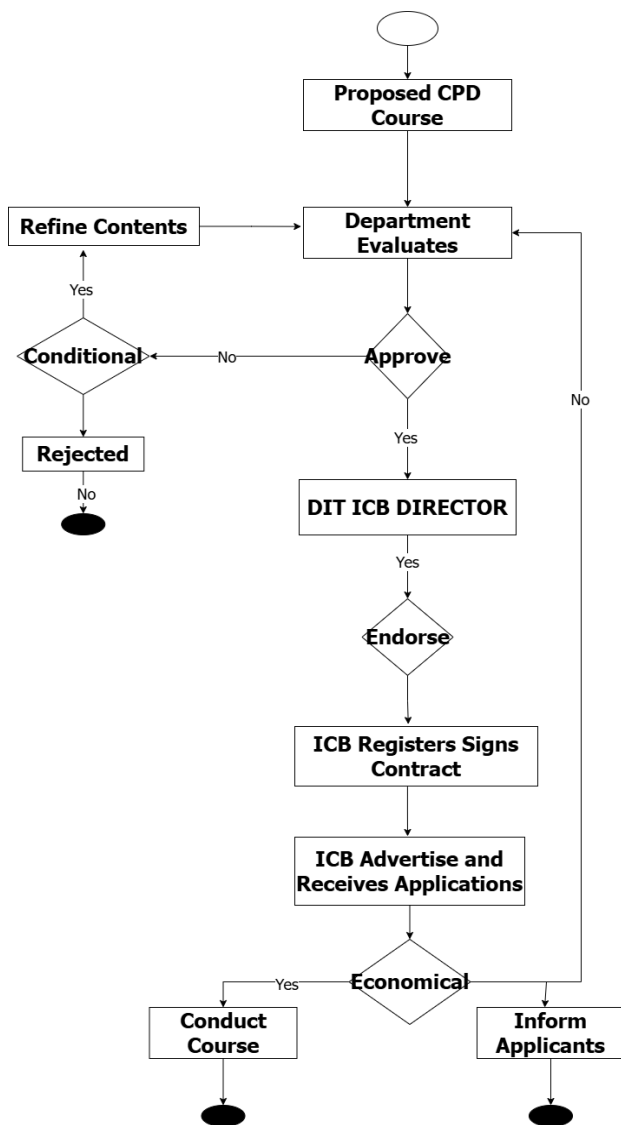


Figure 3.3: Procedures for Running a CPD Course

3.3.7.3 Registration of Approved Continuous Professional Development (CPD) Programme

- (i) Once a CPD course is approved, the DIT ICB Director shall register it and communicate the decision in writing to the course facilitator(s).
- (ii) DIT ICB shall create and maintain a database of all approved CPD courses.
- (iii) Once the CPD course is registered, the course facilitator(s) shall sign a contract with DIT ICB to run the course. The following shall be the main reasons for signing the contract:
 - (a) The contract is important to protect the interest of course facilitator(s) and the DIT ICB.
 - (b) The contract shall include share to the course facilitator from the funds accrued by the sale of the training manual and its reproduction rights. It may also include the course preparation costs recovery payable in installments when the course is administered by staff other than those who prepared it.
 - (c) The contract will protect the client by ensuring that the course is prepared and conducted as per agreement. DIT ICB shall prepare the contract as one of its tools of engagement.

3.3.7.4. Administration of an Approved CPD Course

DIT ICB shall do the following to administer the course:

- (i) Advertise the approved course and process all applications.
- (ii) In consultation with the course facilitator(s), assess the financial viability of the course in relation to the number of applicants whether it can meet the costs, honoraria and institute overheads.
- (iii) Facilitate viable courses by producing necessary copies of training manual and other materials essential for running the course.
- (iv) Monitor the conduction of the course including course

- evaluation at the end of the programme.
- (v) Issue “Professional Development Certificates” that shall be signed by the DIT ICB Director and the Rector to participants who attended at least 80% of the course and have paid full fees for the course.
 - (vi) Pay the course facilitators(s) and/or administrators in accordance with the DIT ICB disbursement procedures.

3.3.8. Conducting Special Courses

Special courses are introductory courses in various disciplines at DIT offered to promote the general understanding and enhance skills in a specific technology. They are different from normal CPD by the fact that the level of material covered is introductory, open to applicants of all levels and they involve technology that is relatively new in the country.

3.3.8.1. Preparation of a Special Course

- (i) A special course shall be prepared by Institute course facilitator(s) after agreeing with the DIT ICB Director that there is a demand for such a course.
- (ii) Course facilitator will prepare a training manual for the special course.
- (iii) A proposal, together with the training manual, shall be submitted to the DIT ICB Director for scrutiny and approval.

3.3.8.2. Administration of the Special Courses

- (i) Once a special course is approved, the course facilitator(s) shall sign a contract with DIT ICB to run the course. The administration of special courses shall be similar to that of ordinary CPD courses.
- (ii) After a special course has been conducted, the participants shall fill course evaluation forms to evaluate the course.
- (iii) The DIT ICB Director shall cause a review of the course to

re-assess the content, relevance and quality of the special course and its training manual as required.

- (iv) The facilitators shall revisit the course content and the training manual to accommodate any recommendations given in the course evaluation.

3.3.9. Individual Consultancy

Individual consultancy is work undertaken by the DIT staff in a personal capacity, completely independent of the Institute. The following procedures must be followed in executing such consultancy works.

- (i) The staff shall register such consultancy with DIT ICB and obtain a written consent of the head of his/her department to clear doubts of any consultancy which might interfere with the performance of his/her duties or conflict with the interests of the institute.
- (ii) If the individual consultancy is executed during the normal working hours and/or outside the Institute, the staff shall request to travel outside the institute as per Institute's procedures.
- (iii) The individual consultancy registration will be charged 10% of the net project value.
- (iv) The 10% benefit distribution will constitute 6% to the institute, 4% for DIT ICB.

3.3.10. Management of Force Account

- (i) Consultancy projects under force account shall be executed using the "Guideline For Carrying out Works under Force Account" (PPRA, 2020).
- (ii) Force Accounts Projects, where only direct costs have been

- paid, shall not be charged Institute overhead costs.
- (iii) Direct cost limit of 65% shall not apply on force account projects.

3.3.11. Quality Assurance

Technical Manager(s) will be responsible to manage quality assurance for all services provided by the DIT ICB to industry and the society.

- (i) Functions of the Technical Assurance shall include but not limited to the following:
 - a. Monitor and control quality of the project during project implementation;
 - b. Evaluate completeness and quality of project progress reports;
 - c. Ensure compliance with project specifications and respective project standards.
- (ii) Any project shall be assigned Technical Manager(s).
- (iii) All multidisciplinary consultancy projects including all software-related projects regardless of the contract sum value must involve Technical Manager(s).

3.3.12. Professional and skills development

- (i) At least one intern and one staff member should be involved in the DIT ICB consultancy projects from the initial proposal writing stage, with the goal of fostering professional development and skill enhancement for both staff and young professionals.
- (ii) The attachment of staff members to consultancy projects will be conducted in accordance with the guidelines set forth by the Institute for Industrial Staff Attachment.
- (iii) The roles and responsibilities of staff members involved in consultancy projects during the attachment will be defined according to the guidelines set forth in the Institute Industrial Staff Attachment

Guidelines.

- (iv) The attachment of interns to consultancy projects will be conducted in accordance with the guidelines set forth by the Institute for governing the internship.

3.3.13. Management of DIT ICB Funds

- (i) Activities undertaken by staff through DIT ICB have to pay for DIT ICB overheads and contribute towards the institute and also support the Institute incentive scheme.
- (ii) Funds raised through DIT ICB activities need proper handling, control and transparency in its utilization, thus disbursement of the DIT ICB generated funds shall be guided by financial regulations and accounting manual approved by the Institute.
- (iii) DIT ICB managed funds shall be categorized into two:
 - (a) Project funds (direct costs, executors, and quality assurance shares).
 - (b) Public funds (DIT ICB, Institute, Government)
- (iv) For efficient management of projects, timely disbursement of project funds is required through efficient deposits of clients' charges and efficient collection mechanism of the same.
- (v) The disbursement of DIT ICB project and public funds shall be determined by the project proposal, work progress and funds received from the client.
- (vi) DIT ICB funds shall also be used in areas that have direct impact to the Institute and motivation to staff such as:
 - (a) Staff capacity building
 - (b) Payment of professional fees for DIT staff who are actively involved in consultancy through DIT ICB
- (vii) The vote holders shall be given power to operate their codes but not to abuse such responsibility. Controls and

- reports shall be put in place to detect and minimize abuses and enhance transparency.
- (viii) The Rector shall have the right of access to any relevant document and may spot check the cash balances for finance and administration.
 - (ix) The following shall have to be observed when approving requests for expenditure or deposits in various codes:
 - (a) All expenditure shall be from respective codes only.
 - (b) All deposits shall be to the respective codes only.
 - (x) The DIT ICB and Institute Management Committee shall consider and approve annually, a list of cost items to be paid for from DIT ICB generated funds.
 - (xi) The Institute Management Committee shall consider and approve payment rates for payable cost items as need arises.
 - (xii) A list indicating all outstanding loans and purchase imprest shall be circulated to Institute Management Committee members and heads of departments on monthly basis.
 - (xiii) All overdue purchase imprest exceeding the time stipulated in the financial regulations shall be recovered from employees' salary.
 - (xiv) All overdue loans exceeding six months shall be recovered from employees' salary.
 - (xv) All transactions must be entered into a computer as part of an approval process of expenditure requests and deposits.
 - (xvi) No codes shall be allowed to run into deficit. Virement between codes shall be approved by the Rector and reported to the Institute Academic Committee.
 - (xvii) Pre-financing of any project activity shall be done after proper assessment of risks and opportunities by DIT ICB.
 - (xviii) DIT ICB shall prepare quarterly expenditure and status reports and disseminate the same to departments and other relevant stakeholders.

- (xix) The DIT ICB account shall be audited as stipulated in the financial regulations. The audit report shall be presented to the DIT ICB Board not more than 3 months after the closure of the financial year for scrutiny.
- (xx) Expenditure may be initiated by staff, Head of Lab., Head of Unit, Head of Department or any other staff in the Institute and approved accordingly. It shall be the duty of the Vote Holder or the respective management committee to assess the need and relevance of request in relation to available funds and plans in the unit.
- (xxi) No officer shall initiate and approve their own expenditure or approve their own payments.
- (xxii) All procurement beyond a sum to be set by the Institute shall be made by local purchase order (LPO) and by direct payments to the supplier. The Institute shall strive to procure quality goods at lowest price possible. The Open Tender procedure shall be used.
- (xxiii) Where large sums and quantities are involved, standard contracts shall be required for payments other than respective procurement.

3.3.14. Project Funds Management

The project funds shall include direct costs, executors' share, and quality assurance share. The funds shall be managed as follows:

- (i) The DIT ICB Director shall closely monitor work progress against disbursement and act accordingly.
- (ii) The DIT ICB director shall represent the interests of the client and the Institute in the approval process.
- (iii) The Project Team Leader shall represent the interest of the Consultant Team.
- (iv) The DIT ICB director shall approve disbursement in line with the progress of work against budget.
- (v) The Institute shall set an account specifically for DIT ICB

generated funds at the disposal of Institute level units and departments.

- (vi) The Approved financial regulations and guidelines shall be used to administer disbursement of such funds.
- (vii) The use of DIT ICB funds shall be routed through a controller to audit and check expenditure against budget and adherence to financial regulations.

3.3.14.1. Public Funds Management

All funds of the DIT ICB shall be used or appropriated for the purposes which are approved by the DIT ICB Board or the DIT Council as the case may be.

Where DIT ICB is required by the Institute to fund, donate or support any activity of the Institute or Organ of the Institute in a manner other than the approved or budgeted activities, the DIT ICB director shall seek approval of the DIT ICB Board for Payment of such expenses, donation or support as the case may be. In case of an emergency situation whereby approval cannot be practically obtained before such expenditure, DIT ICB director shall seek the approval of the DIT ICB Board retrospectively.

3.3.15. DIT ICB contribution to Government share

- (i) For all consultancy done through DIT ICB, provision shall be made for contribution to the Government through the Institute as whole.
- (ii) DIT ICB Government contribution through the Institute shall be 2% of the project net value of each consultancy done through DIT ICB.

3.3.16. DIT ICB Overhead Share and Use

The DIT ICB overhead share from any consultancy project executed shall be as follows:

- (i) Nine percent (9%) of the project gross value.
- (ii) The DIT ICB share shall be used to cover DIT ICB office operating expenses.
- (iii) The DIT ICB office shall prepare an annual budget for approval by the Council before commencement of the financial year.
- (iv) DIT ICB office expenditure shall only be in line with approved budget and any changes shall require Council approval.
- (v) At the end of the financial year, the DIT ICB shall prepare and submit externally audited accounts for approval of the same by the Council.
- (vi) DIT ICB Accounts shall be audited by Institute approved auditors.
- (vii) The approved auditors shall be remunerated out of the DIT ICB funds at a fee to be negotiated and approved by the Institute.

3.3.17. Institute Overhead Share

- (i) The Institute overhead share from any project executed shall be fifteen percent (15%) of the project gross value.
- (ii) The fifteen percent (15%) of the Institute overhead share shall include 2% for government share and 8% percent for supporting the Institute's incentive scheme
- (iii) The Institute finance office shall prepare the disbursement proposal in line with agreed guidelines for Management's consideration and approval.

3.3.18. Distribution of Funds for Consultancy Projects

- (i) During and after undertaking consultancy activities, DIT ICB shall distribute funds in accordance with the agreed formula. The gross amount charged to the client will cover all the costs including direct costs, charges by different organs/units of

- the Institute, and professional fee as shown in Figure 3.4.
- (ii) Revenue distribution for consultancy works under DIT ICB is shown in Figure 3.5.
 - (iii) Project Gross Value = Charge from Client-
(VAT+Withholding Tax)
 Institute share = 15% of Project Gross Value (8% for incentive, 2% for government share and 5% for Institute retooling)
 DIT ICB share = 9% of Project Gross Value
 Project Net Profit = Project Gross Value - Direct Costs
 Executors Share = 95% of Project Net Value if the withholding tax was deducted by the client
 Executors Share = 90% of Project Net Value if the withholding tax was not deducted by the client
 - (iv) Quality Assurance = 5% of Project Net Value
 - (v) Executors who are not permanent staff or contracted employees of the Dar es Salaam Institute of Technology (DIT) and external firms in association or in joint venture with DIT ICB will not be liable for the Institute's share. However, they will be responsible for the DIT ICB share, which is designated to cover the Bureau's expenses associated with managing the bidding process and overseeing project execution.

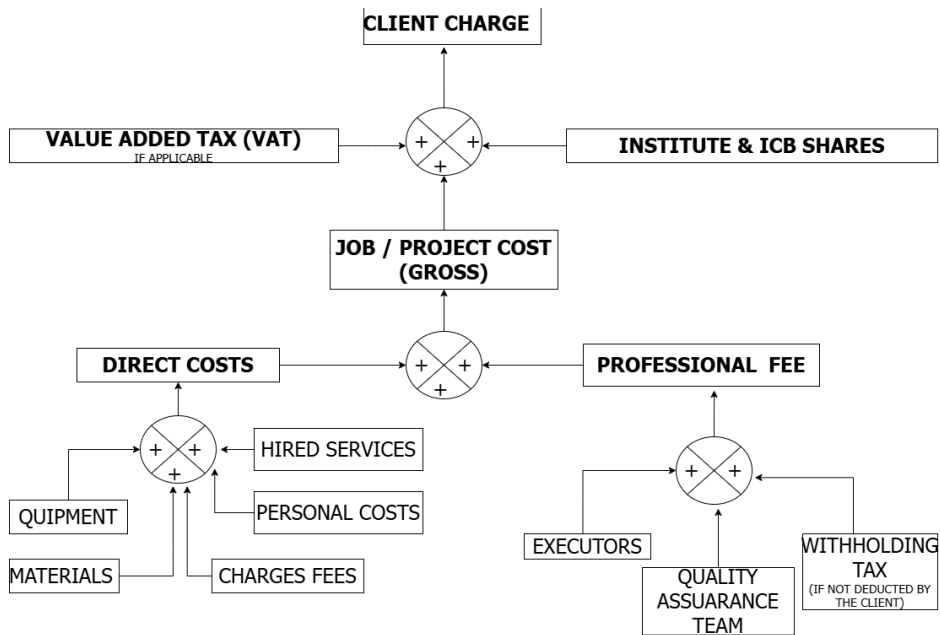


Figure 3.4 The Principle of setting Fee Note to Clients

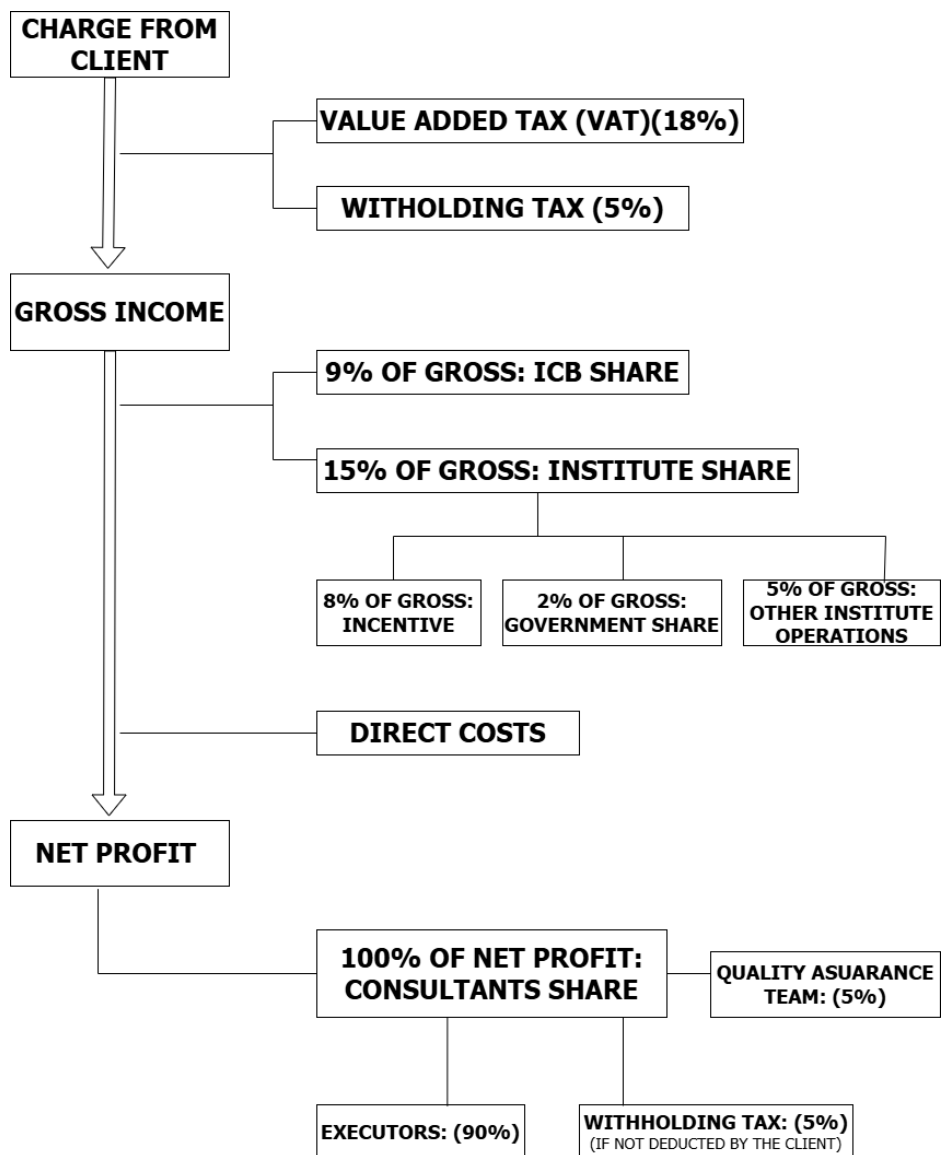


Figure 3.5 Revenue distribution for consultancy works under DIT ICB that involve field work

3.3.19. Payment Procedures

The procedures for effecting payment after the contract is signed as outlined in Figure 3.6 shall be as follows:

- (i) A project team leader shall prepare a consultant's payment claims for the relevant assignment as specified in the signed contract agreement.
- (ii) DIT ICB director shall authorise payment claim if satisfied.
- (iii) Manager for finance and administration shall prepare an appropriate invoice to the client for payment claim as per contract agreement. He/she shall submit the invoice to the DIT ICB director who shall thereafter forward it to the client.
- (iv) Client will settle the invoice to DIT ICB.
- (v) The team leader shall be informed of the payment made by the client to DIT ICB.

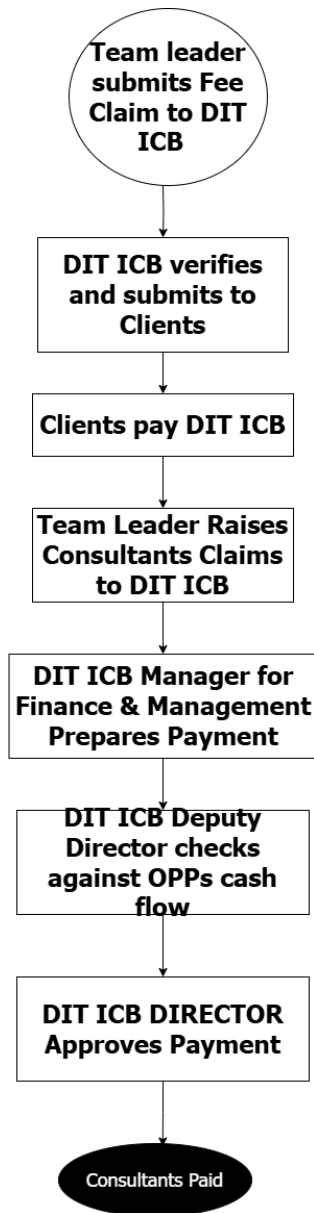


Figure 3.6: Flow Diagram for Payment Claim and Settlement

- (vi) The team leader shall prepare and submit to DIT ICB the due amount claims for consultants.
- (vii) The Manager for finance and administration shall prepare payments to consultants
- (viii) The DIT ICB Director shall approve the prepared consultants' payments.
- (ix) DIT ICB Manager for finance and administration shall then release relevant payment to the respective consultant(s).

3.3.20. Loan Disbursements

Staff engaged in a project whose completion has been delayed for reasons beyond his/her control may be entitled to loan from DIT ICB, not exceeding his/her entitled remaining amount of the professional fee, subject to availability of funds in order to complete the project.

- (i) Staff who falls sick while engaged in a consultancy project registered by DIT ICB may be entitled to loan from DIT ICB subject to availability of funds in order to cover medical charges.
- (ii) DIT ICB Director may authorise loans to DIT organs subject to availability of funds.
- (iii) For the case of organs other than DIT organs including DIT Saccos and DIT Company, DIT ICB director shall authorize loans after signing the loan agreement and the borrower shall be charged 8% of the issued loan per year to take into account the time value of money.

3.3.21. Loan Recovery

- (i) Loan issued to staff engaged in a project whose completion has been delayed or who falls sick while engaged in a project registered by DIT ICB shall be recovered by deductions from the remaining payments of the respective project.
- (ii) Loan issued to DIT organs shall be recovered through the agreed mechanism specified in the loan request.
- (iii) Loan issued to Organs other than DIT organs shall be recovered in accordance with specified terms of the contract.

- (iv) Loan issued to Organs other than DIT organs shall be charged 8% of the issued loan per year to take into account the time value of money.

3.3.22. Disbursement of Accrued Deposits

Disbursement of accrued deposits shall be for use of special expenditure according to applicable policy and subject to approval by Council.

3.3.23. Responsibility Allowance and Fringe Benefits of the DIT ICB Director

Being an Institute employee, the DIT ICB director shall:

- (i) Be paid a responsibility allowance according to the Institute's responsibility allowance guideline plus an incentive equivalent to a certain percentage of the annual net profit as indicated in the incentives for DIT ICB staff section.
- (ii) Be entitled to free housing or house allowance and communication allowance as well as other fringe benefits as shall be approved by the Council.
- (iii) Be entitled to transport access to facilitate execution of DIT ICB duties.

3.3.24. Responsibility Allowance and Fringe Benefits of the DIT ICB Deputy Director

Being an Institute employee, the DIT ICB Deputy Director incentives shall be as follows:

- (i) Be paid a responsibility allowance according to the Institutes responsibility allowance guideline plus an incentive equivalent to a certain percentage of the annual net profit as indicated in the incentives for DIT ICB staff section.
- (ii) Be entitled to free housing or house allowance and communication allowance as well as other fringe benefits as shall be approved by the Council.
- (iii) Be entitled to transport access to facilitate execution of DIT ICB duties.

3.3.25. Responsibility Allowance and Fringe Benefits for the DIT ICB Manager for finance and administration

Being an Institute employee, the Institute shall determine the responsibility allowance and fringe benefits of the ICB Manager for finance and administration depending on qualifications and experience, plus performance incentive as indicated in the incentives for DIT ICB staff section.

3.3.26. Responsibility Allowance and Fringe Benefits for DIT ICB Marketing Officer

Being an Institute employee, the Institute shall determine the responsibility allowance and fringe benefits of the DIT ICB Marketing Officer depending on qualifications and experience, plus performance incentive as indicated in the incentives for DIT ICB staff section.

3.3.27. Responsibility Allowance and Fringe Benefits for the DIT ICB Cashier

Being an Institute employee, the Institute shall determine the responsibility allowance and fringe benefits of the DIT ICB Cashier depending on qualifications and experience, plus performance incentive as indicated in the incentives for DIT ICB staff section.

3.2.28. Responsibility Allowance and Fringe Benefits for the DIT ICB Secretary

Being an Institute employee, the Institute shall determine the responsibility allowance and fringe benefits of the DIT ICB Secretary depending on qualifications and experience, plus performance incentives as indicated in the incentives for DIT ICB staff section.

3.2.29. Responsibility Allowance and Fringe Benefits for Driver and Office attendant

Being an Institute employee, the Institute shall determine the responsibility allowance and fringe benefits depending on

qualification and experience, plus performance incentive as indicated in the incentives for DIT ICB staff section.

3.2.30. Incentives for DIT ICB Staff

- (i) The performance-generated incentive shall be given quarterly upon approval of auditors' quarterly report.
- (ii) The performance-generated incentive shall be paid from 5% of DIT ICB Shares.
- (iii) The incentive shall be distributed equally to the DIT ICB Staff whose Key Performance Indicator (KPI) score is 75% percentage and above.
- (iv) The incentive amount shall be paid on a quarterly basis.
- (v) The incentives shall be reviewed from time to time as need arises and approved by Council.

3.2.31. Responsibility Allowances for DIT ICB Staff

- (i) The DIT ICB shall prepare proposals and reviews for responsibility allowances of different DIT ICB staff while taking into account the financial capabilities of the DIT ICB to meet such financial obligations at the material time. The financial capability refers to the DIT ICB share in the income distribution.
- (ii) Proposals and review for responsibility allowances shall be approved by the Council

3.2.32. Financial Reports

The DIT ICB shall prepare quarterly financial reports in respect to the consultancy services undertaken during the respective reporting period and table the same to the DIT ICB participatory organs.

3.2.33. DIT ICB Fixed Assets and Depreciation

DIT ICB assets management requires proper handling as follows:

- (i) Item shall be regarded as a fixed asset only if it will be used to generate income and can last for more than a year.
- (ii) Depreciation rate of an asset will follow Tanzania Public

Finance (management of public property) Regulations

- (iii) All DIT ICB assets shall be registered as per DIT assets regulations.
- (iv) The DIT procedure for disposal of assets shall be followed in case the disposal is performed.

3.2.34. Code of Conduct

3.2.34.1. Accountability

- (i) For the purpose of coordination and maintenance of high quality work and for ensuring that institute's fees are paid, the departments and individuals in consultation with the DIT ICB must produce quarterly and annual reports to the Institute on consultancy activities performed by their members of staff under DIT ICB coordination within the said period.
- (ii) In case of any type of misconduct like cheating in work records and charging unapproved fees, the persons involved shall be held accountable and be charged according to DIT disciplinary regulations.
- (iii) Members of staff who undertake any consultancy work using the Institute name without registering the same to DIT ICB shall be held accountable and be charged according to DIT disciplinary regulations.

3.2.34.2. Obligation to Complete Contract Assignment

- (i) Members of staff who undertake any consultancy work through DIT ICB are obliged to accomplish the assignment as specified in the contract terms and/or as agreed with the client. Defaulters shall be obliged to pay the full cost of the contract assignment and consequences.
- (ii) Project leaders shall be obliged to accomplish the assignments as specified in the Contract Agreement. Otherwise, the following steps shall be taken:
 - a) Defaulters will be surcharged for poor

implementation of the contract assignment.

- b) The rate of the surcharge will be determined by DIT ICB.

3.2.34.3. Resolution of Disputes

- (i) In the event of any disputes between the DIT ICB and a staff member relating to consultancy matters, the following procedures shall be followed:
 - a) Application for dispute resolution with all appropriate supporting evidence shall be made directly to the Rector who shall appoint a Consultancy Disputes Resolution Committee to resolve the dispute.
 - b) The Consultancy Disputes Resolution committee shall comprise of at least five senior academic staff members, well versed in consultancy activities.
 - c) The committee shall hear the dispute, collect the evidence and prepare a report with recommendation to the Rector for final decision including requiring the defaulter to refund money or direct deduction from his or her salary.
- (ii) Contractual differences between the individual consultant (executor) and the client shall be resolved through arbitration or as may be agreed in the contract.
- (iii) The determination of consultancy disputes shall be guided by this OPP, the Institute's instruments, and the laws of Tanzania

CHAPTER FOUR

IMPLEMENTATION STRATEGY

This section presents a five-year DIT ICB policy implementation plan. The implementation plan includes strategies, activities, KPIs, targets, and the time frame of the implementation as shown in Table 4.1.

Table 4.1: Implementation plan

Strategy number	Strategy description	Activities	KPI	Target	Time Frame				
					2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
2.2.3 (ii)	Create awareness to help staff members not currently engaged in consultancy develop skills or knowledge that may allow	Conduct an internal communication campaign to promote the benefits of consultancy involvement .	Number of staff members reached through internal channels	At least 300 staff members					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
	them to participate in future consultancy projects.	Organize workshops/ webinars on consultancy skills e.g. proposal writing, etc.	Number of workshops/webinars conducted	At least 4 workshops or webinars conducted within 1 year					
		Pair experienced consultants with interested staff for mentoring.	Number of mentorship pairings established	At least 10 mentorships pairings established					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Conduct a survey to identify knowledge gaps and recommend relevant training courses.	Number of staff members completing skill gap assessments	Approved skill gap survey report submitted					
		Implement a reward system recognizing staff participation in consultancy skill-building activities.	Number of staff members recognized for consultancy involvement	At least 10 staff member recognized					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Disseminate information featuring consultancy opportunities, success stories, and tips.	Number of published information for consultancy opportunities	At least 100 consultancy opportunities information documents disseminated					
		Facilitate participation in industry events and forums to broaden exposure to consultancy trends.	Number of staff attending external events	At least 20 participants to attend					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
2.4.3 (i)	Conduct a thorough analysis of the competitive strategies and identify market gaps.	Establish competitor Identification process	Number of competitors mapped	at least 10 direct/indirect competitors identified					
		Establish Data Collection & Benchmarking	Number of data points collected	100 relevant market and competitor data points collected					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Establish the SWOC Analysis	Report on SWOC Analysis	Report on SWOC analysis approved					
		Conduct market gap identification	Report on market gaps	Report on market gaps approved					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Establish implementation strategy for the market gap	Number of implemented strategies for market gap identified	At least 2 strategies for market gap identified implemented					
2.4.3 (ii)	Establish competitive strategies to enhance the securing of consultancy projects	Conduct competitor analysis to identify strengths, weaknesses, and market gaps	Number of market reports generated	At least 4 market research & analysis reports approved					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Analyze client needs and trends in the consultancy market	Number of market gaps identified	At least 2 new opportunities identified					
		Develop unique selling propositions tailored to different client segments Integrate innovative solutions and services into offerings	Number of customized value propositions created	4 new unique selling propositions					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Conduct a pricing analysis to remain competitive	Number of win rate of submitted proposals	25% increased in win rate of submitted proposals					
		Establish a feedback mechanism for continuous improvement	Number of feedback mechanism established	At least 2 feedback mechanisms established					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Conduct reviews of strategy implementation	Number of implementation strategy reviewed	Approved implementation strategy review report					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
.2.5.3 (i)	Conduct a diversity assessment of current project management practices to identify gaps.	Identify key project areas for assessment	Number of key project areas for assessment identified	Key project areas for assessment report formulated					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Conduct surveys and interviews	Number of response rate to surveys and documents reviewed	Approved Surveys and interviews report formulated					
		Compare collected data against best practices to identify gaps	Number of identified gaps	Approved diversity gap analysis report completed					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Present findings to potential stakeholders	Number of stakeholder feedback sessions	At least 3 feedback sessions conducted and feedback incorporated into the report					
		Conduct regular progress reviews	Number of progress reviews against action items taken	Approved at least 5 progress review report					
		Conduct training teams on diversity best	Number of trainings conducted	At least 3 diversity training sessions conducted					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		practices							
		Conduct annual diversity reassessments	Number of diversity reassessments conducted	At least four diversity reassessments report approved					
2.5.3 (iii) Ombeni	Identify potential local and international partners for joint venture associations to enhance project management capacity.	Conduct Market Research/analysis and Partner Profiling to identify potential partners in key industries (local & international	Number of potential partners identified	At least 20 potential partners are identified					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		).							

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Establish Networking and Relationship Building by attending industry events, trade fairs, and conferences and establish direct communication channels with potential partners.	Number of networking events attended and communication channels established	At least 10 events attended per year and at least 5 communication channels established.					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Develop Strategic and targeted outreach campaigns (emails, presentations, and proposals) tailored to potential partners.	Number of outreach attempts and responses received	10 outreach proposals sent per year and at least 50% of prospect's responses secured.					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Conduct due diligence and evaluation to assess potential partners based on financial stability, technical expertise, cultural fit, and alignment with project management goals.	Number of partners evaluated	Due diligence on at least 20 partners are conducted per year.					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Process partnership agreement; negotiate and finalize joint venture agreements with potential selected partners.	Number of joint venture (JV) agreements signed	At least 3 JV agreements Signed within year.					
		Conduct capacity building, knowledge sharing and organize joint training sessions, workshops, and knowledge-sharing initiatives	Number of training sessions conducted	A least 3 joint training sessions conducted per year.					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		with new partners.							
		Monitor & review partnership s by establishing regular review meetings to monitor the effectiveness of	Number of partnership reviews meeting minutes	Approved quarterly reviews meeting minutes with all JV partners.					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		partnerships and project outcomes.							
2.6.3 (ii)	Deploy appropriate technologies that improve productivity	Conduct Technology Assessment	Technology Assessment Report	Technology Assessment Report Approved					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
	and reduce costs of service delivery.	Automate Repetitive Processes	Number of processes automated	100% Automation processes completed					
		Train Staff on New Technologies	Number of employees trained	100 staff trained within a year					
		Regular Performance Reviews	Number of technology performance reviews	Approved reviews report conducted Quarterly					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
2.7.1 (i)	Develop a business plan to spell out the strategic focus of the bureau, key performance indicators, potential business risks and resources utilization.	Conduct SWOC analysis to align strategy with strengths, opportunities and challenges.	Number of SWOC workshops conducted	A least 2 SWOC workshops					
		Conduct market research	Market research report	Approved market research report					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Analyze competitors and industry trends.	Number of competitor analyses completed	At least 5 competitor s analyzed annually					
		Develop business model framework.	Business model developed	Business model finalized and approved					
		Identify potential revenue streams.	New revenue streams identified	At least 3 new revenue streams Identified					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Identify potential business risks.	Risk assessment report	Risk report completed and approved					
		Develop a risk mitigation plan.	Risk mitigation plan	Risk mitigation plan developed and approved					
		Assess current resource capacity.	Resource assessment report	Resource report finalized and approved					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Implement performance tracking tools.	Number of performance tracking tools formulated	At least 1 performance tracking tools formulated					
		Develop a communication plan.	Number of stakeholder meetings	At least 2 meetings conducted per year					
		Conduct staff training and awareness sessions.	Number of training and awareness sessions held	At least 1 training or awareness sessions conducted annually					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Build capacity in key strategic areas.	Number of staff competency improved	At least 10 staff capacitated per year					
7.2.3 (ii)	Create awareness on the business plan to all DIT staff and stakeholders	Organize business plan launch events (physical & virtual)	Number of attendees	At least 100 stakeholders attended the launch events					
		Develop and distribute an easy-to-read summary of the business plan	Number of summaries distributed	200 business plan summaries distributed to stakeholders					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Conduct interactive workshops and Q&A sessions	Number of workshops held	At least 5 workshops conducted					
		Publish business plan highlights on internal communication channels (intranet, email, circular)	Number of posts published	Minimum of 10 posts published yearly					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Create feedback mechanisms for stakeholders to voice their opinions	Number of feedback responses and actionable feedback implemented	Approved report of feedback responses and actionable feedback.					
7.2.3 (iii)	Review performance progress of the consultancy activities in line with strategic goals	Regular performance reviews to ensure alignment with strategic goals	Number of review meetings conducted.	At least 4 review meetings conducted					
		Formulate performance tracking tools and feedback mechanisms	Tool for performance tracking and feedback mechanisms	Performance tracking tools and feedback mechanisms approved					

					Time Frame				
Strategy number	Strategy description	Activities	KPI	Target	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
		Create continuous communication and reporting	Progress reports	Progress reports submitted and approved quarterly					
		Track and analyze financial contributions of consultancy projects	Revenue generated from consultancy services.	Quarterly financial impact reports approved					

CHAPTER FIVE

REVIEW, ENFORCEMENT, MONITORING AND EVALUATION

The chapter covers matters pertinent to the policy review, enforcement, monitoring and evaluation.

5.1 Review and Enforcements

- (i) This Operational Policy and Procedures (OPP) document shall come into operation once approved by the Council. The policy shall be reviewed at least once in every five (5) years, provided that the DIT ICB Management may recommend for review of the Policy at any time when need arises.
- (ii) Every review and amendment of the Policy shall come into effect upon approval by the Council.
- (iii) This document shall apply to all governing units including constituent colleges, branches and campuses and shall be read together with other instruments of the Institute and shall also be applicable to the consultancy activities and the related operational matters.
- (iv) The DIT ICB director shall oversee compliance and ensure staff observe the principles set in the policy.

5.2 Monitoring and Evaluation

Effective implementation of DIT ICB policy will depend on monitoring and evaluation (M&E). The M & E mechanism will facilitate analysis of the policy implementation progress and provide a basis for achievement of the policy objectives. Monitoring and evaluation will be an integral part of the implementation of the policy and shall be considered during planning. The DIT ICB Board shall meet at least quarterly to monitor and evaluate the achievements in consultancy activities against policy issues,

implementation strategy, and the business plan. DIT ICB Management, through Quality Assurance and Quality Control (QA&QC) Unit, will conduct M&E based on the implementation strategy activities to ensure close follow-up of the policy implementation. Key Performance Indicators (KPI) shall be established through a M&E framework and made available to enable monitoring and assessment of consultancy activities on a regular basis.

APPROVAL STATEMENT

This DIT ICB Policy and Operational Procedures was approved at the 112th Council meeting held on 15th May, 2025 in the DIT Board Room, Dar es Salaam.

Prof. Preksedis M. Ndomba
RECTOR