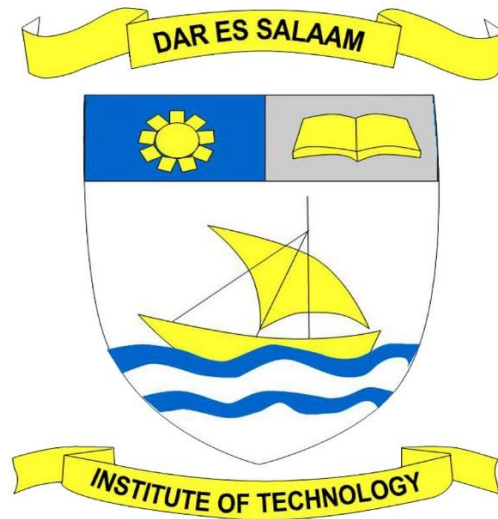


DAR ES SALAAM INSTITUTE OF TECHNOLOGY



INDIA-TANZANIA CENTRE OF EXCELENCE IN INFORMATION
AND COMMUNICATION TECHNOLOGIES (ITCoEICT)

Operational Policy and Procedures

September 2017 [Draft]

PREFACE

The India-Tanzania Centre of Excellence in Information and Communication Technologies (ITCoEICT) is one of the centres at the Dar es Salaam Institute of Technology (DIT) that was established in 2009 as a result of friendly-relation between the two countries and their desire to further strength bilateral cooperation in the area of Information Communication Technologies (ICT). This bilateral cooperation was made possible through a Memorandum of Understanding (MoU) signed between India and Tanzania governments in 2008 to establish ITCoEICT at DIT. The principal objective of establishing ITCoEICT was to promote the development of ICT in Tanzania.

Since its establishment, ITCoEICT has been providing various professional services in ICT including conducting modular short-term professional courses in ICT, High Performance Computing (HPC) services, national and international joint collaborative research projects, and other ICT related services. To further improve its daily operations and expand its services, ITCoEICT requires to have operational policy and procedures.

In view of supporting the 5th phase Government of the United Republic of Tanzania, DIT is set to become an agent of industrialization, a progressive and customer centred higher learning institutions. Therefore, through ITCoEICT, DIT will realize and support the crucial role that ICT play in nation's social economic development as clearly stated in the National ICT Policy of 2016 as well as in the National Development Vision 2025. As a result, the ITCoEICT Operational Policy and Procedures is essential towards achieving this important mission.

.....

Professor Preksedis M. Ndomba

PRINCIPAL

DAR ES SALAAM INSTITUTE OF TECHNOLOGY

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Abbreviations and Acronyms

CIC	Community Information Centre
DIT	Dar es Salaam Institute of Technology
HPC	High Performance Computing
ICT	Information and Communication Technologies
IAS	International Accounting Standards
IFRS	International Financial Reporting Standards
IT	Information Technology
ITCoEICT	India Tanzania Centre of Excellence in ICT
MoU	Memorandum of Understanding

Definition of Terms

Short term course – Is a course that is offered for a duration not more than twelve months.

Long term course – Is a course that is offered for more than twelve months and normally resulting into a recognized academic award.

ITCoEICT Branch – Is any organization that conducts ICT professional programmes approved and administered by ITCoeICT. This includes CICs and DIT Campuses that offer ITCoeICT professional training programmes.

CHAPTER 1.

INTRODUCTION

1.1. Background Information

The government of Tanzania signed a Memorandum of Understanding (MoU) with the government of India for Cooperation in Information Technology and Services in September 2004. As a consequence of the signed MoU, the government of India carried out a feasibility study in August 2006 of establishing an information technology training centre in Tanzania. After a successful feasibility study, the government of India, in March 2008, signed another MoU with the government of Tanzania to establish the centre of excellence in Information and Communication Technologies (ICT) in Tanzania. The government of Tanzania, through its letter dated 11th July, 2008 with Ref. No. CA 97/117/01/A, appointed the Dar es Salaam Institute of Technology (DIT) as the implementing Agent of the project and thus resulted into an establishment of the **India-Tanzania Centre of Excellence in ICT (ITCoEICT)** in 2009. The ITCoEICT was formally inaugurated by the then the Prime Minister of Republic of India Honourable Dr. Manmohan Singh, and by the then His Excellency the President of the United Republic of Tanzania Dr Jakaya Mrisho Kikwete.

The principal objective of the ITCoEICT is to promote development of ICT in Tanzania. In order to realize the stated objective, the ITCoEICT was originally established to provide various professional services in ICT including video conferencing, telemedicine and e-learning facilities, High Performance Computing (HPC) and conducting modular short-term proficiency courses. Currently, ITCoEICT is focused in providing various professional services in ICT including conducting modular short-term professional courses in ICT, telemedicine consultancy and support, High Performance Computing (HPC)

services, national and international joint collaborative research projects, and other ICT related services.

Operational Policy and Procedures are designed to influence and determine all major functions and activities that take place within an organization. Recognizing the importance of this, ITCoEICT Policy draft was submitted to the 53rd DIT Council (Agenda 53.4) for deliberation and approval whereby the DIT Council recommended that a feasibility study should be conducted to assess strength and weakness, organizational structure and operations of the ITCoEICT. This study was commissioned to an expert with working experience in organizations with similar business activities as ITCoEICT. The report from this study was officially submitted to DIT management in early 2016. Therefore, this policy is a result of recommendations given in that report.

1.2. Rationale and Justification

This Policy is expected to increase efficiency and effectiveness of the ITCoEICT administrative functions. This includes defining the position of ITCoEICT within the DIT organizational structure framework, improving quality of teaching and delivery of ICT professional training courses, provision of High Performance computing services, conducting research, innovation and collaboration with potential partners and management and sustainability of ITCoEICT branches and CICs.

In the context of DIT, ITCoEICT is positioned to support DIT strategic goals as stated in the DIT Strategic Plan 2017/18 – 2020/21. Through this Operational Policy and Procedures, ITCoEICT will effectively contribute and complement efforts towards implementing DIT Teaching Factory Concept. ITCoEICT Operational Policy and procedures is consistent with various policy frameworks in Tanzania. ITCoEICT supports the National Five Year Development Plan 2016/17-2020/201 that clearly states the role of ICT as one of the critical enablers of socio-economic development and transformation.

The ITCoEICT Policy is also in line with the National ICT Policy (2016) that calls for development and enhancing human capital that is capable of championing ICT in the creation of Tanzania's knowledge society.

1.3. Scope of the ITCoEICT Operational Policy and Procedures

The ITCoEICT Operational Policy and Procedures embraces and of a particular interest and relevance, applies to the following:

- i. All DIT departments and campuses offering ICT professional training courses and related training courses;
- ii. All permanent and part time staff members who are active in administration; teaching, research and provision of any formal support to the core functions of ITCoEICT;
- iii. All students registered within ITCoEICT;
- iv. All infrastructure, learning resources, information management systems belonging to or managed by ITCoEICT; and
- v. All CICs offering ITCoEICT services.

1.4. Vision

To become a world class centre of excellence in ICT services.

1.5. Mission

To provide competitive ICT professional skills, high performance computing services, research, innovation and collaborative ICT services.

1.6. Core Values

- i. Leadership
- ii. Innovation
- iii. Supporting
- iv. Teamwork
- v. Effectiveness
- vi. Nurturing

1.7. Main Objectives

The main objective of ITCoEICT operational policy and procedure is to provide a framework for execution and implementation of all major functions of ITCoEICT thereby contributing more effectively to income generation, addressing social problems and enhancing quality of teaching and learning as well as HPC, research, innovation and ICT consultancy services.

1.7.1. Specific Objectives

Specific objectives of the ITCoEICT are as follows:

- i. Enhance the capability of DIT to contribute effectively in the industrial development of Tanzania through provision of professional development programmes, research and innovation;
- ii. Enable the Institute generate funds to subsidise grants from the government and other donors for the Institute to meet its financial obligations;
- iii. Enable the staff in DIT to supplement their income thus enhancing staff retention;
- iv. Optimize the use of DIT expertise and resources to solve societal ICT and related problems;
- v. Provide means for academic and other DIT staff to gain professional experience that shall be transferred to students and thereby improve quality of outputs;

- vi. Make available DIT computer training facilities to the general public through short term and medium term ICT courses for the purpose of ensuring that DIT staff keep abreast with the rapidly advancing technology;
- vii. Establish and offer regular professional development programmes for the advancement of local ICT personnel in the industry;
- viii. Provide expert technical support to existing industrial operations and to facilitate developments of new industries;
- ix. Facilitate establishment and enhancement of collaborations between DIT staff and industries;
- x. Provide a platform through which DIT staff can transfer their knowledge and skills to industry;
- xi. Assist DIT staff to develop competencies in soliciting for jobs and in preparing winning proposals for research projects; and
- xii. Enable DIT community and society to build competence in HPC and related technologies.

CHAPTER 2.

ORGANIZATIONAL STRUCTURE FRAMEWORK

2.1. Organizational Setup of ITCoEICT

The organizational structure of the ITCoEICT, showing work relationship between various officers is shown in Figure 2-1.

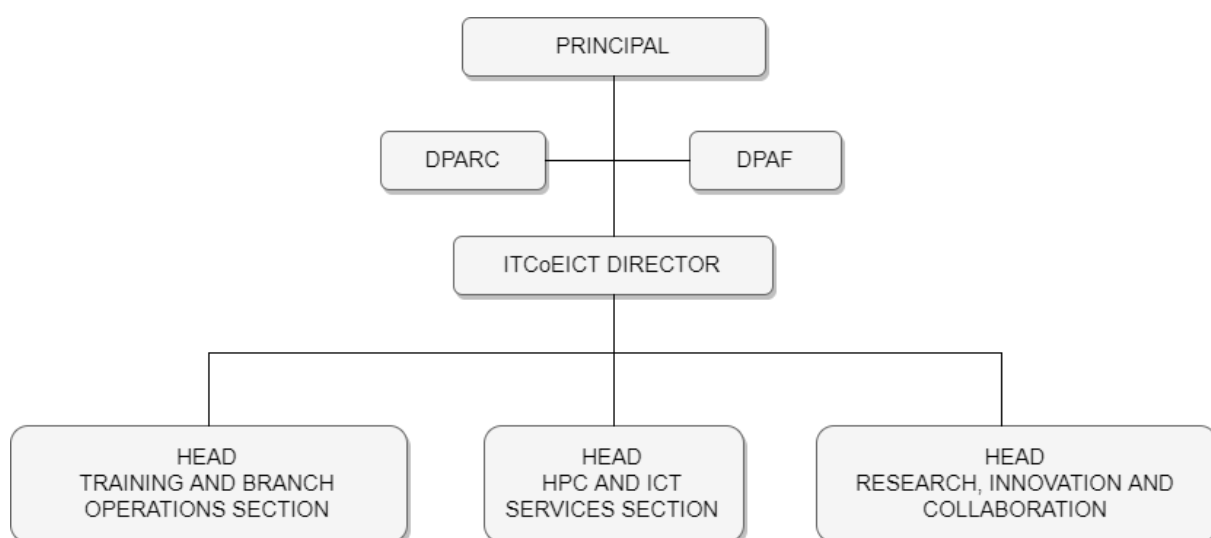


Figure 2-1: ITCoEICT Organisational Structure

For ITCoEICT matters to be reported to the Council for noting or approval, will follow available DIT approval and decision making machinery, as illustrated in Figure 2-2.

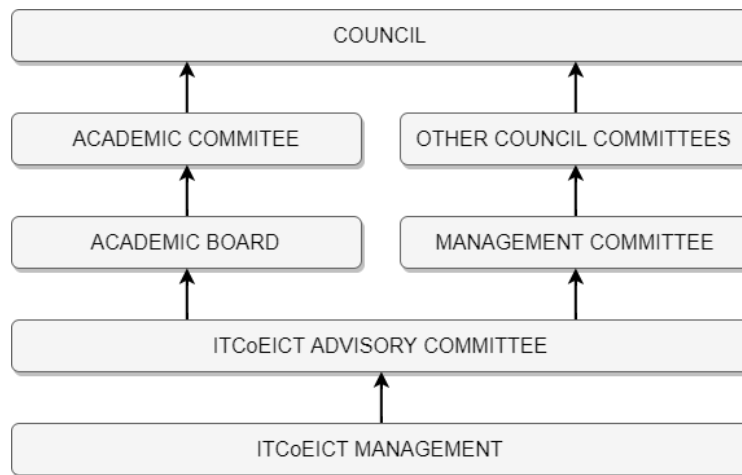


Figure 2-2: Structure of ITCoeICT Decision Process

2.1.1. Mandate of ITCoeICT

ITCoeICT is mandated to administer, conduct and coordinate all ICT and ICT related professional courses offered by all departments at DIT main campus and all DIT campuses. ITCoeICT, like other academic departments, can get involved in research and consultancy services in collaboration with the DIT Research and Postgraduate Studies Department as well as the DIT Institute Consultancy Bureau.

2.1.2. Functions of ITCoeICT

ITCoeICT has three Sections, namely, Training and Branch Operations section, HPC and ICT Services section, and Research, Innovation and Collaboration section. The ITCoeICT Director and heads of sections form the **ITCoeICT Management**. Main functions of each sections are described in the following subsequent sections:

2.1.2.1. Main Functions of Training and Branch Operations Section

- i. Administer all ICT training programmes at ITCoeICT;
- ii. Coordinate implementation of ICT training at all ITCoeICT branches and CICs; and

- iii. Monitor and evaluate quality of training delivered at ITCoEICT headquarter, branches and CICs.

2.1.2.2. Main Functions of HPC and ICT Services Section

- i. Maintain and operate the HPC and data centre;
- ii. Promote the usage of HPC and data storage services;
- iii. Create an enabling environment for researchers for utilization of HPC and data storage services;
- iv. Develop and maintain information management systems for supporting business processes at ITCoEICT; and
- v. Maintain ICT infrastructure at ITCoEICT in collaboration with DIT ICT Services Department.

2.1.2.3. Main Functions of Research, Innovation and Collaboration Section

- i. Initiate new projects, research, and consultancies;
- ii. Initiate new collaborations and maintaining existing collaborations;
- iii. Solicit funding opportunities for research and projects; and
- iv. Foster innovations, industrial linkages and business development.

2.1.3. Mandate of the Council

The Council shall:

- i. Be the body that takes final responsibility for the performance of ITCoEICT;
- ii. Approve the name of ITCoEICT Director recommended by the Principal in consultation with the Academic Board;
- iii. Approve ITCoEICT budget and audited accounts;
- iv. Approve change of ITCoEICT structure, all policy matters and other matters of the ITCoEICT as deemed fit in the interest of the Institute; and
- v. Approve termination of the services of the ITCoEICT Director.

2.1.4. Mandate of Academic Board on ITCoEICT Matters

The Institute Academic Board shall:

- i. Approve names of members of ITCoEICT Advisory Committee from amongst those candidates recommended by the ICT related departments;
- ii. Receive the ITCoEICT report endorsed by the ITCoEICT Advisory Committee for noting, endorsement or approval;
- iii. Recommend for approval the ITCoEICT Budget and audited accounts;
- iv. Recommend changes of ITCoEICT structure, all policy matters and other matters of the ITCoEICT as deemed fit in the interest of the Institute;
- v. Recommend termination of the services of the ITCoEICT Director; and
- vi. Initiate periodic review of the ITCoEICT at least once every five years.

2.1.5. Mandate and Functions of ITCoEICT Advisory Committee

2.1.5.1. Mandate of ITCoEICT Advisory Committee

ITCoEICT Advisory Committee shall:

- i. Approve ITCoEICT professional training programmes, research, innovation and consultancy services;
- ii. Recommend for approval the ITCoEICT budget;
- iii. Approve annual Operational Plan and strategic plans;
- iv. Approve ITCoEICT quality assurance strategy and oversee its implementation;
- v. Review and approve annual performance of the ITCoEICT;
- vi. Serving as external advocate for ITCoEICT;
- vii. Approve allowances and remunerations of the ITCoEICT staff and other DIT staff supporting ITCoEICT operations; and
- viii. Exercise any other related powers that the Academic Board shall so decide.

2.1.5.2. Functions of ITCoEICT Advisory Committee

The ITCoEICT Advisory Committee members shall have to:

- i. Scrutinize and approve the professional programmes, training related services and professional development guidelines;
- ii. Scrutinize for approval all academic related programmes at ITCoEICT;
- iii. Scrutinize and submit for approval the annual ITCoEICT budget;
- iv. Monitor financial performance in relation to approved budget;

- v. Provide guidance with regard to contribution of income to the Institute;
- vi. Introduce measures to improve the quality of services offered by ITCoeICT;
- vii. Guide the development of schemes that will motivate staff of the Institute to engage in various ITCoeICT activities;
- viii. Provide guidance on proper implementation of training activities;
- ix. Report to Academic Board all academic related matters approved for noting or endorsement;
- x. Scrutinize for approval human resource management plan;
- xi. Scrutinize for approval the procurement plan;
- xii. Monitor the performance of ITCoeICT in relation to objectives and core values;
- xiii. Make certain that there are proper internal financial controls within ITCoeICT;
- xiv. Approves introduction of new section as recommended by the ITCoeICT Director;
- xv. Approves operational manuals and guidelines as recommended by the ITCoeICT Director;
- xvi. Evaluate the performance of ITCoeICT Management;
- xvii. Approves selection and termination of section heads as recommended by the ITCoeICT Management;
- xviii. Approves request for contractual employees from the ITCoeICT Management; and
- xix. Perform any other function as may be assigned by the Academic Board.

2.2. Staffing Level

2.2.1. ITCoeICT Director

The primary role of the ITCoeICT Director is to lead, direct and oversee the day to day ITCoeICT functions and to ensure efficient continuous operations.

2.2.1.1. Qualifications of ITCoeICT Director

He/she will be:

- i. An academic staff member holder of PhD and above
- ii. Active in teaching, research, and in the provisional consultancy or services in ICT with at least five years of proven professional experience, knowledgeable extensively and experienced in the Institute systems
- iii. Capable of undertaking negotiations, mobilizing projects, developing contacts successfully.
- iv. A person with demonstrated good public relations and interpersonal skills.

2.2.1.2. Duties and Responsibilities of ITCoeICT Director

The duties and responsibilities of ITCoeICT Director shall include the following:

- i. To oversee the smooth running of the day to day activities of ITCoeICT;
- ii. To plan, coordinate, direct and manage community and consultancy services, continuing education in the areas of professional ICT, telemedicine and high performance computing applications as well as financial, human and physical resources of the centre;
- iii. To respond to the market demands for community, consultancy and ICT continuing education services;
- iv. To promote a continuous technology transfer to and from the Institute through national and international linkages;
- v. To employ contractual staff in collaboration with DIT human resource and administration department after approval of ITCoeICT Advisory Committee;
- vi. To nominate names of section heads and forward them to ITCoeICT Advisory Committee for approval;
- vii. To liaise with government departments, private and parastatal institutions or organisations, training institutions and donor agencies on issue relating to fund raising, training, and research and development services on Information Communication Technologies;
- viii. To develop and use performance indicators for monitoring progress of community services and continuing education activities in Information Technology at the institute;
- ix. To prepare annual plans and budgets of ITCoeICT in line with strategic plans of both ITCoeICT and DIT and submit the same to the Deputy Principal Academic, Research and Consultancy by the end of the financial year;

- x. To prepare and submit quarterly performance reports of the ITCoEICT to the Deputy Principal Academic, Research and Consultancy and annual performance report within a month from the end of the financial year;
- xi. To coordinate, administer and monitor the cooperation with industries in terms of consultancy and ICT services;
- xii. To identify suitable consultants for acquired jobs in consultation with the relevant departments;
- xiii. To control financial expenditure in line with approved budget;
- xiv. To establish and effectively enforce quality control measures;
- xv. To prepare brochures, profiles of available training and consultancy and expert professional services capacity at the ITCoEICT/Institute for the purpose of an effective marketing;
- xvi. To direct and optimize utilization of resources at ITCoEICT to various activities;
- xvii. To monitor and evaluate the performance of short and long-term projects under the ITCoEICT;
- xviii. To approve expenditure requests from short and long-term projects;
- xix. To participate in strategic public events as a means to promote effectively ITCoEICT activities and the Institute; and
- xx. To perform any other duties as may be assigned to ITCoEICT Director from time to time by the top management of the Institute.

2.2.2. Head of Training and Branch Operations Section

2.2.2.1. Qualifications of Head of Training and Branch Operations Section

A minimum of first degree in Computer Science/Engineering/Information Systems/Telecommunication and ICT related fields with at least three proven years of experience.

2.2.2.2. Duties and Responsibilities of Head of Professional Training Section

- i. To plan, co-ordinate and control the activities of the Section including Community Information Centres (CICs) and branches;
- ii. To prepare a strategic plan and budget estimate for the Section;

- iii. To be responsible for all the equipment and facilities of the Section;
- iv. To coordinate all training activities;
- v. To be responsible for developing modalities of operating in a cost-effective manner;
- vi. To design, develop and update training courses in collaboration with the course experts;
- vii. To identify, engage and manage the instructors;
- viii. To ensure quality trainings in branches and CICs;
- ix. To conduct monitoring and evaluation of courses and instructors;
- x. To prepare and coordinate training timetable;
- xi. To ensure availability of training materials;
- xii. To keep and maintain instructors and students' records;
- xiii. To coordinate application, admission and registration process;
- xiv. To prepare and issue certificates to eligible students;
- xv. To collaborate with other stakeholders in reviewing and designing new ICT related programme as per technological changes;
- xvi. To ensure teamwork, good relationship among stakeholders in order to deliver a quality service;
- xvii. To coordinate continuous assessments and examination process;
- xviii. To keep proper record of teaching facilities;
- xix. To perform any other duties as may be assigned to him/her from time to time by immediate supervisor.

2.2.3. Head of HPC and ICT Services Section

2.2.3.1. Qualifications of Head of HPC and ICT Services Section

A minimum of Master degree in Computer Engineering/Science/Information Systems/Telecommunication and ICT related fields with at least three proven years of experience.

2.2.3.2. Duties and Responsibilities of HPC and ICT Services Section Head

- i. To lead the section of supercomputer and ICT services;

- ii. To plan, coordinate and promote the use of supercomputer for researchers and non-researchers;
- iii. To develop modalities of attracting funds to the section through various means including partnerships and collaborative research;
- iv. To manage all the equipment and facilities under HPC and ICT Services section;
- v. To develop and maintain information management systems;
- vi. To provide support on effective usage of information management systems;
- vii. To maintain and operate the HPC and Data Centre;
- viii. To promote the usage of the HPC resources and related services; and
- ix. To perform any other duties as may be assigned to him/her from time to time by immediate supervisor.

2.2.4. Head of Research, Innovation and Collaboration Section

2.2.4.1. Qualifications of Head of Research, Innovation and Collaboration Section

A minimum of Master degree in Computer Engineering/Science/Information Systems/Telecommunication and ICT related field with at least three proven years of experience.

2.2.4.2. Duties and Responsibilities of Head of Research, Innovation and Collaboration Section

- i. To plan, coordinate and controls all the activities of the section;
- ii. To prepare a strategic plan and budget estimates for the activities of the section;
- iii. To manage all the equipment and facilities of the section;
- iv. To develop bespoke ICT programmes and marketing them to stakeholders;
- v. To coordinate and facilitate research, outreach and community activities;
- vi. To coordinate and support the usage of telemedicine technology;
- vii. To solicit research funding from various sources;
- viii. To promote and advertise ICT courses;

- ix. To enhance collaboration and linkages between industry and ITCoEICT;
- x. To establish new CICs and branches across the country;
- xi. To coordinate innovation and business incubation; and
- xii. To perform any other duties as may be assigned to him/her from time to time by immediate supervisor.

2.2.5. ITCoEICT Accountant

2.2.5.1. Qualifications of ITCoEICT Accountant/Accounting Officer

The ITCoEICT Accountant shall have the following minimum qualifications:

- i. He/she shall be a certified accountant registered with NBAA, with a minimum of three years of proven working experience in reputable organization;
- ii. Should 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 spoken and written;
- v. Should be of a good character coupled with good public relations; and
- vi. Must be capable of taking personal initiatives, and resourceful and able to work under pressure.

2.2.5.2. Duties and Responsibilities of ITCoEICT Accountant

- i. Prepares financial reports;
- ii. Assists in handling Investments of ITCoEICT funds;
- iii. Posts and balances Ledger accounts;
- iv. Prepares, maintains and controls various project funds;
- v. Prepares ITCoEICT fixed assets register;
- vi. Assists in reviewing accounting instruction manuals;
- vii. Responsible in preparation of final accounts, budgeting and budget controls;
- viii. Oversees the accounts of the ITCoEICT;
- ix. Oversees receipt and payment made at ITCoEICT;
- x. Prepares ITCoEICT budget proposal;
- xi. Keeps books of accounts, records and makes bank reconciliation;
- xii. Digitizes all accounts data of the ITCoEICT at the instance of transactions;

- xiii. Prepares timely financial statements for the projects;
- xiv. Prepares accounts books and documents for auditing;
- xv. Manages and advise the ITCoeICT on tax matters and other related levies;
and
- xvi. Performs any other duties as may be assigned to him/her by the immediate supervisor.

2.2.6. ITCoeICT Marketing Officer

The Marketing Officer oversees the IT Centre's marketing campaigns both internally and externally and plays a key part in communicating the ITCoeICT marketing strategy message.

2.2.6.1. Qualifications of ITCoeICT Marketing Officer

A holder of a first Degree in Marketing or a related field with extensive marketing experience, understanding of business practices, budgeting, financial knowledge, innovation and client relationships plus three (3) years working experience in a similar profession/career.

2.2.6.2. Duties and Responsibilities of ITCoeICT Marketing Officer

- i. Preparing ITCoeICT marketing plan;
- ii. Creating marketing campaigns and working with other stakeholders for execution;
- iii. Creating and developing new innovative ways to communicate with the ITCoeICT's new, existing and former customers;
- iv. Planning and managing marketing events and evaluating their success;
- v. Evaluating the effectiveness of all marketing activities;
- vi. Developing and implementing an internal marketing programme;
- vii. Planning, developing and delivering campaigns as agreed within timescales;
and
- viii. Performing any other related duties as may be assigned by immediate supervisor.

2.2.7. ITCoEICT Secretary

Enhances effectiveness by providing clerical and administrative support in order to optimize workflow procedures in the IT Centre's offices.

2.2.7.1. Qualifications of ITCoEICT Secretary

Minimum holder of Diploma in Secretarial Studies from recognised Institution, and has passed Management Development for Office Management Secretary I from Tanzania Public Service College (TPSC) plus three (3) years working experience in a similar profession/career.

2.2.7.2. Duties and Responsibilities of ITCoEICT Secretary

- i. Receives and directs ITCoEICT visitors;
- ii. Attends telephone calls and takes messages;
- iii. Ensures availability of all necessary facilities at ITCoEICT Director's office;
- iv. Records and files incoming and outgoing letters;
- v. Undertakes routine correspondence with prior approval of ITCoEICT Director;
- vi. Types confidential letters, minutes, circulars, charts and stencils;
- vii. Ensures cleanliness of the ITCoEICT Director's office;
- viii. Takes proper care of facilities and equipment under his/her charge;
- ix. Coordinates all office needs and requirements;
- x. Keeps minutes/records of meetings;
- xi. Performs any other related duties as may be assigned by immediate supervisor;

2.2.8. ITCoEICT Receptionist

2.2.8.1. Qualifications of ITCoEICT Receptionist

Holder of Form IV Certificate with credit passes in English, Kiswahili and Mathematic and has attended training in telephone operating management from a recognised Institution, plus three (3) years working experience in a similar profession/career and has passed the

“Higher Standard Telephone Operators Examination” from Tanzania Public Service College (TPSC). She/He must have good command of spoken and written English and Swahili.

2.2.8.2. Duties and Responsibilities of ITCoEICT Receptionist

- i. Collects and compiles information for internal use;
- ii. Ensures proper recording and filling of client particulars in the internal telephone and office directory;
- iii. Attends clients and directs them accordingly;
- iv. Receives visitors message and direct them accordingly;
- v. Ensures proper preparation of all records in the exchange and forwards them accordingly;
- vi. Makes follow-up to any enquiries reported within or passed outside of ITCoEICT;
- vii. Monitoring and controlling internal and international telephone calls;
- viii. Answers enquiries coming from clients; and
- ix. Prepares and maintains clients’ records.

2.3. Salaries and Incentives for the ITCoEICT Staff

2.3.1. Salary and Fringe Benefits of the ITCoEICT Director

Being an Institute employee, the ITCoEICT Director shall be paid an administrative allowance plus an incentive equivalent to a certain percentage of the annual net profit as detailed in Section 2.3.8. He/she will be entitled to entertainment allowance and other fringe benefits as shall be approved by ITCoEICT Advisory Committee. He/she will be entitled to access to transport to facilitate execution of ITCoEICT duties.

2.3.2. Salary and Fringe Benefits for the ITCoEICT Section Heads

For ITCoEICT Section Heads, either being an Institute employee, or employed on contract, shall be paid administrative allowance plus fringe benefits depending on qualifications and experience, plus performance incentive as detailed in Section 2.3.8.

2.3.3. Salary and Fringe Benefits for the ITCoEICT Marketing Officer

For ITCoEICT Marketing Officer, either being an Institute employee, or employed on contract, shall be paid administrative allowance plus fringe benefits depending on qualifications and experience, plus performance incentive as detailed in Section 2.3.8.

2.3.4. Salary and Fringe Benefits for the ITCoEICT Accountant

ITCoEICT Advisory Committee shall determine the salary and fringe benefits depending on qualifications and experience, plus performance incentive as detailed in Section 2.3.8.

2.3.5. Salary and Fringe Benefits for the ITCoEICT Secretary

ITCoEICT Advisory Committee shall determine salary and fringe benefits depending on qualifications and experience, plus performance incentives as detailed in Section 2.3.8.

2.3.6. Salary and Fringe Benefits for the ITCoEICT Receptionist

ITCoEICT Advisory Committee shall determine salary and fringe benefits depending on qualifications and experience, plus performance incentives as detailed in Section 2.3.8.

2.3.7. Salary and Fringe Benefits for other Supporting Staff

ITCoEICT Advisory Committee shall determine salary and fringe benefits depending on qualification and experience, plus performance incentive as detailed in Section 2.3.8.

2.3.8. Incentive, Salaries and Allowances

2.3.8.1. Incentive for ITCoEICT Staff and other supporting staff

ITCoEICT Advisory Committee shall provide incentives to ITCoEICT staff (both permanent and part-time staff) if it is satisfied with general performance and the profit generated. The performance-generated incentive will be given quarterly based on performance of each staff as per his/her OPRAS results. The incentive shall be 20% of a

net profit of ITCoEICT. However, the amount shall not exceed the maximum of individual staff salary quarterly. The incentive amount shall be distributed in proportionality to staff salaries/allowances and OPRAS results. Below is the calculation of annual incentive:

Performance Related Incentives:

$$I_i = \frac{x_i}{\sum x_i} \times O_{xi} \times (20\% \text{ of Net Profit})$$

Where:

I_i = Staff Incentive

x_i = Staff Gross Salary

$\sum x_i$ = Sum of all incentive beneficiaries' gross salary

O_{xi} = incentive beneficiary's OPRAS result in percentage.

However, the incentive can be reviewed from time to time by the ITCoEICT Advisory Committee as need arises.

For Administrative staff (Principal, Deputy Principals, and Bursar) and anybody who is supporting business operations of ITCoEICT, the incentive rates shall be proposed by the ITCoEICT Director and be approved by the ITCoEICT Advisory Committee.

2.3.8.2. Salaries/Allowances for ITCoEICT Staff and other Supporting Staff

The ITCoEICT Director shall prepare proposals and reviews for salaries/ allowances of different staff while taking into account the financial capabilities of the ITCoEICT to meet such financial obligations on each financial year. Any such request for approval

must have been taken into account in the budget proposal for the relevant financial year. Salaries and allowances proposals shall be approved by ITCoeICT Advisory Committee.

2.4. Meetings

2.4.1. ITCoeICT Advisory Committee Meetings

The ITCoeICT Advisory Committee shall meet once every three months. The chairperson of the ITCoeICT Advisory Committee may call for an emergency meeting if need arises.

2.4.2. DIT Council and Academic Board Meetings

The ITCoeICT matters to be discussed in the DIT Council or Academic Board shall follow regular DIT Council and Academic Board Meeting schedules.

2.5. Appointment Procedures

2.5.1. ITCoeICT Advisory Committee

ITCoeICT Advisory Committee shall comprise the following five members:

- i. Deputy Principal Academic Research and Consultancy – Chairperson;
- ii. ITCoeICT Director - Secretary;
- iii. Representative of the Deputy Principal Administration and Finance Office.
- iv. Two members from any of the four DIT Departments related to ICT. These departments are Electronic and Telecommunication Department, Computer Studies Department, Electrical Engineering Department and ICT Services Department;
- v. One co-opted member with experience in Professional Course Design, Delivery or Implementation. If she/he is from outside DIT Community, she/he must not be an employee or affiliated to an organization with similar mission and vision as ITCoeICT.

2.5.1.1. Appointment Procedures of Members of ITCoEICT Advisory Committee

- i. Representation from the office of the Deputy Principal Administration and Finance shall be the DPAF himself/herself or represented by Bursar or Human Resource and Administration Manager.
- ii. Each department shall nominate, through departmental meeting, two staff from the most active ICT consultants in the department in terms of activities and revenue generation and recommend the name of the staff for consideration for nomination to the Advisory Committee;
- iii. Each department shall propose, through a departmental meeting, one co-opted Advisory Committee member from outside or inside DIT community working in ICT industry;
- iv. The names nominated by the departments shall be submitted to the Academic Board which will select and approve three Advisory Committee members, two of them from DIT and a co-opted member. The two members from DIT shall not be from the same department. Outlined CVs of all candidates proposed/nominated for the membership of the ITCoEICT Advisory Committee must be available at all levels of scrutiny.

2.5.1.2. Criteria for Nominations of ITCoEICT Advisory Committee Members

The main criteria for the nominations of candidates for the ITCoEICT Advisory Committees members shall include:

- i. Interest in the development of the Institute, capable and knowledgeable in consultancy and professional services, conversant with ITCoEICT vision and mission;
- ii. Very active consultant in terms of activities and revenue generation using the Institute framework;
- iii. Should neither be a member of the Academic Board nor DIT Council member except by virtual of their offices;

- iv. Members from industry should as much as possible be those who shall assist ITCoEICT with the art of managing business by virtual of the positions they hold or activities they have been or are performing or those that shall assist ITCoEICT in reaching out the potential client or call for services by society and industry; and
- v. Members from industry should not be engaged in activities which are in competition with those of ITCoEICT.

2.5.1.3. Terms and Conditions for the ITCoEICT Advisory Committee Members

- i. The ITCoEICT Advisory Committee shall hold the office for the term of three years. However, in case of an event that will necessitate a need for extension, the Academic Board may grant a maximum extension of 6 months to the outgoing ITCoEICT Advisory Committee. Within this extension period a new Advisory Committee. shall be constituted and put in place;
- ii. There shall be no representation of the ITCoEICT Advisory Committee meetings;
- iii. A member of the ITCoEICT Advisory Committee from DIT Staff shall cease to be one when he/she is very actively involved in conducting activities related to services offered by ITCoEICT outside ITCoEICT framework;
- iv. A member of the ITCoEICT Advisory Committee shall cease to be one when he/she misses three consecutive meetings of the Advisory Committee without informing the Chairman of the ITCoEICT Advisory Committee; and
- v. Letter of appointment of a Member shall include the above terms and conditions.

2.5.2. Appointment and Tenure of ITCoEICT Director

2.5.2.1. Procedures for Appointing the ITCoEICT Director

- i. Six months before the expiry of a triennium or at any other time that the office may fall vacant for whatever reason, the DIT Management Committee will establish a search team of three people from among its staff or organs to

scrutinize and propose three names from among DIT staff members satisfying the criteria for being the ITCoEICT Director.

- ii. The Management shall then table in the Academic Board the results of the search team indicating preference for consideration for endorsement and transmission to the Council for approval.
- iii. The Council shall have no obligation to approve the submitted name as may deems fit.

2.5.2.2. Tenure of Office of the ITCoEICT Director

- i. The ITCoEICT Director will be appointed on a three-years term, renewable to a maximum of two consecutive terms, subject to positive performance appraisal using set indicators;
- ii. The ITCoEICT Directors' appointment shall be terminated at any time if his/her performance and commitment in ITCoEICT is questionable and proved to be dismal due lack of initiative and commitment; and
- iii. The ITCoEICT Director shall be terminated from the office if he/she engages in offering services equivalent to those offered at ITCoEICT outside the ITCoEICT framework, or behaves in manner that shall be deemed disgraceful to the ITCoEICT and the Institute.

CHAPTER 3.

POLICY ISSUES AND STATEMENTS

In the light of the Vision and Mission of ITCoEICT the following focal areas of policy were identified for articulation:

- i. Coordination and Management of ICT Training Activities;
- ii. Research, Innovation and Collaboration;
- iii. Financial Management;
- iv. High Performance Computing and ICT Services;
- v. ITCoEICT Branches and Community Information Centres and
- vi. Human Capital Development

In the context of these areas of concern, challenges have been identified, policy statements articulated and strategies specified to address the same.

3.1. Coordination and Management of ICT Training Activities

3.1.1. Policy Issue

The purpose of training is to empower people with the necessary skills, knowledge and attitudes to meet the industrial and labour market demand. By investing in people, through ICT training carried out by ITCoEICT, ensures harnessing their full potential and focus their energies on the needs of the industry while fulfilling their need for personal development and job satisfaction. In fulfilling its mission of providing quality professional development training in ICT the ITCoEICT has been facing a number of challenges including lack of information management system for keeping student records, non-standardized approaches of monitoring and evaluation of the course delivered at the

ITCoEICT headquarter, Branches and CICs, aging of furniture and other accessories, inadequate computer as well as lack of proper maintenance plan.

3.1.2. Policy Objective

To deliver high quality training programmes while keeping pace with fast changes in ICT industry.

3.1.3. Policy Statements

ITCoEICT shall:

- i. Ensure proper management of information resources;
- ii. Ensure proper procedure for establishment and implementation of training programmes that are in line with changes of technology in the market;
- iii. Develop and implement Monitoring and Evaluation framework to ensure delivery of high quality training; and
- iv. Ensure availability of adequate teaching materials and high standard of training and learning environments.

3.1.4. Policy Strategies

- i. Implementation of information management systems to support different activities at ITCoEICT;
- ii. Perform regular market needs assessment;
- iii. Involving stakeholders in establishment and review of training programmes;
- iv. Ring-fencing and disburse funds for teaching material and other resources as allocated in ITCoEICT budget; and
- v. Develop training performance and impact indicators for monitoring and evaluation of ITCoEICT programmes.

3.2. Research, Innovation and Collaboration

3.2.1. Policy Issue:

The aim of the research and innovation policy is to assure quality and to provide the framework for research and innovation and research and innovation management at ITCoEICT. As an entity within Dar es salaam Institute of Technology under Academic, Research and Consultancy ITCoEICT is mandated to do research and consultancy activities. Research and development at ITCoEICT has been hindered by lack of funding. ITCoEICT also does not possess a well-organized and managed information storage, retrieval, sharing and dissemination system that takes advantage of ICT capacity to manage research. Furthermore, there is improper coordination and management of research activities within ITCoEICT.

3.2.2. Policy Objective

To foster application of Research, Development and Innovation in the National Priority Sectors so as to facilitate transition to Industrial economy.

3.2.2.1. Policy Statements

ITCoEICT shall:

- i. Enhance efficient and effective management, planning, implementation, coordination and accountability of the research and innovation activities;
- ii. Ensure development and periodical updating of database in terms of inputs, outputs, impact and other potential resources on research and innovation;
- iii. Facilitate sharing and exchange of research and innovation; and
- iv. Establish an adequate outlay of facilities and equipment for research and innovation activities.

3.2.3. Policy Strategies

- i. To strengthen human and physical resource capacity for handling research and innovation activities;
- ii. To promote and support regular research and innovation meetings to share and disseminate research information;
- iii. To establish and periodically update a functional database including funders mailing addresses for research funding; as well as mail addresses of potential research partners;
- iv. To ensure access and utilisation of research information in collaboration with DIT Library Services; and
- v. To develop and formulate research and innovation performance and impact indicators for monitoring and evaluation of ITCoEICT research and innovation.

3.3. Financial Management

3.3.1. Policy Issue:

Finance is one of the delicate and most important resource in any organization. Financial controls are the means by which ITCoEICT's resources are directed, monitored, and measured. Financial controls play an important role in ensuring the accuracy of reporting, eliminating fraud and protecting the ITCoEICT's resources, both physical and intangible. ITCoEICT faces a number of issues in management of generated fund which include improper management of financial records, lack of financial reports to analyse financial position of ITCoEICT, lack of vote codes of different income and expenditure items of ITCoEICT lack of budgets and financial projections.

3.3.2. Policy Objective

Adhering to International Accounting Standards (IASs), International Financial Reporting Standards (IFRSs) and DIT financial controls and regulations.

3.3.3. Policy Statements

ITCoEICT shall:

- i. Provide efficient overall management of ITCoeICT financial resources;
- ii. Ensure proper handling of accounts receivables and payables;
- iii. Ensure proper procedure for acquiring and disposing fixed assets; and
- iv. Ensure proper budgeting and implementation followed for each financial year.

3.3.4. Policy strategies

- i. Make sure knowledgeable accounting and finance staff are in place to ensure that relevant accounting standards are followed and implemented to report financial data accurately and reliably;
- ii. Ensuring existence of Comprehensive General Ledger frameworks and a detailed Chart of Accounts which reflects overall expenditure and income of the ITCoeICT;
- iii. Ensuring Institutional policies are followed for General Ledger and Chart of Accounts management, financial statement closing process, reconciliations, aging and charge-offs, inactive accounts, and suspended accounts;
- iv. Review and evaluate financial performance on yearly basis and ensures that finance and accounting staff has appropriate knowledge and skills;
- v. Ensure that all funds intended for the ITCoeICT are received, promptly deposited (in bank account), properly recorded, reconciled regularly;
- vi. Ensure manager approval for adjustments to and/or write-offs of Accounts Receivable balances is required;
- vii. Reconcile bank statements to the General Ledger on a monthly basis;
- viii. Ensure that statement of account for each client/student are regularly sent so that they know their status;
- ix. Ensure that funds are disbursed only upon proper authorization of management, for valid purposes, and that all disbursements are properly recorded;
- x. Ensure access to Financial Management System is restricted to only authorized personnel;

- xi. Ensure payments in cash should be kept to a minimum and generally for small amounts through the petty cash system. Otherwise all payments should be by cheque;
- xii. Ensure Financial Management package is in place and all financial transactions are entered into the system and reports produced on monthly basis; and
- xiii. A central point of contact is designated for all payments approvals.

3.4. High Performance Computing and ICT Services

3.4.1. Policy Issue:

ITCoEICT has been offering HPC resources and related services to researches from various domains. Positive contributions have been made to enhance the availability of HPC resources and Data Centre services. Besides acquiring the technology, ITCoEICT has insufficient human capacity with necessary skills required to support researchers in utilizing the resources. Lack of high computational research related culture is also hampering the maximum utilization of HPC resources Data Centre services. Furthermore, the few researchers who are already using HPC lack some basic skills on HPC environment and Data Centre services. Lack of information management system for automatic business process within ITCoEICT has been affecting the daily operations of ITCoEICT.

3.4.2. Policy Objective

To advocate and sensitize effectively utilization of High Performance Computing resources, data storage services, and ICT services within ITCoEICT, nationally, regionally and at international level.

3.4.3. Policy Statements

ITCoEICT shall:

- i. Promote effective utilization of HPC and Data Centre resources for various research activities;
- ii. Ensure HPC and Data center resources are up to date;
- iii. Ensure availability of HPC and Data Centre services;
- iv. Ensure HPC human capacity development plan is developed and implemented; and
- v. Ensure various ICT services are developed and effectively maintained.

3.4.4. Policy Strategies

- i. Acquire, install and configure HPC monitoring tools;
- ii. Acquire, update and upgrade HPC resources;
- iii. Allocate resources based on priorities;
- iv. Acquire, develop and implement HPC usage documentation;
- v. Conduct workshop and training based on HPC and related programmes;
- vi. Conduct regular programme and awareness about HPC;
- vii. Develop, implement and maintain various information systems for supporting business operations.

3.5. Branches and Community Information Centres (CICs)

3.5.1. Policy Issue.

ITCoEICT has a number of Branches and Community Information Centres across the country. The community information centres and branches are mandated to provide training programmes just like the ones being delivered at DIT main campus. Aligning interests of partners while delivering quality training at the CICs still remains to be a key challenge for ITCoEICT. Furthermore, lack of comprehensive marketing plan lead to low students turn over.

3.5.2. Policy Objective

Maintaining availability, reliability and high quality services offered by branches and CICs as per ITCoEICT standards.

3.5.3. Policy Statements

ITCoEICT shall:

- i. Create awareness of ITCoEICT services offered at CICs and branches across the country;
- ii. Ensure effective management and administration of all branches and CICs;
- iii. Ensure availability of adequate teaching materials and high standard of training and learning environment;
- iv. Develop business and marketing plan for smooth operation of CICs/branches; and
- v. Ensure all branches and CICs comply with ITCoEICT quality and control standards.

3.5.4. Policy Strategies

- i. Perform regular market needs assessment;
- ii. Ring-fencing and disburse funds for teaching material and other resources as allocated in ITCoEICT budget;
- iii. Develop training performance and impact indicators for monitoring and evaluation of programmes delivered at all branches and CICs;
- iv. Formulate a management structure for smooth operation of all branches and CICs; and
- v. Regular review of MOU with key partners for the operation of CICs/branches.

3.6. Human Capital Development

3.6.1. Policy Issue

Human resources, along with information resources, acquire a special importance and are experiencing upward increasingly strong. As ITCoEICT is growing there is a need to build capacity of staff so as to keep pace with the technological changes. Currently ITCoEICT has insufficient human capacity in areas such as HPC and Data centre technologies, software development, cyber security and big data analytics.

3.6.2. Policy Objective

Establishing and implementing a human resource development programme at ITCoEICT that will ensure fully utilised capacity of all resources.

3.6.3. Policy Statements

ITCoEICT shall:

- i. Perform skills assessment needs for ITCoEICT;
- ii. Develop and implement a human resource development programme focussing on short, medium and long term ITCoEICT needs; and
- iii. Monitor and evaluate human resource development programme of ITCoEICT.

3.6.4. Policy Strategies:

- i. Develop ITCoEICT human development programme in collaboration with DIT human resource and administration department;
- ii. Assess human capacity development needs;
- iii. Implement Human Capacity Development Plan; and
- iv. Evaluate Human Capacity Development Plan.

CHAPTER 4.

OPERATIONAL PROCEDURES

4.1. Operational Procedures for Training Programmes

4.1.1. Course Establishment

- i. Courses at ITCoEICT shall be established after a study and market analysis being done to ensure relevance of the program in the industry.
- ii. A careful study and report with industry stakeholders shall be presented to ITCoEICT prior to any course establishment.
- iii. The study shall include a proposal on the cost of the particular course.
- iv. Professional courses shall be approved by the ITCoEICT director after scrutinizing course establishment report.
- v. ITCoEICT Management shall have a mandate to customize any course to meet the needs of a client for corporate courses.
- vi. For long term courses ITCoEICT shall follow standard DIT course establishment procedures.
- vii. The established courses along with existing courses shall be advertised as per ITCoEICT marketing plan.

4.1.2. Course Implementation

4.1.2.1. Course Start Date

- i. A course shall only start if a reasonable number of students has been reached as per break even analysis. The breakeven analysis will be performed annually by the Marketing Officer.
- ii. Course start date shall be communicated to the prospective students one week prior to course commencement by the Head of Training and Branch Operations.
- iii. Every student shall pay at least 50% of the course fees prior to registration.
- iv. A student shall be allowed to attend classes after completing a registration process.

4.1.2.2. Timetabling

- i. A master timetable shall be produced and updated monthly based on classes available.
- ii. A master timetable shall be communicated to all students and staff through ITCoEICT website and all notice board available at ITCoEICT.

4.1.2.3. Course Administration

- i. Head of Training and Branch Operations shall facilitate purchase of all teaching materials and gears including training manuals for running the course.
- ii. Head of Training and Branch Operations shall identify the instructor to facilitate a particular course prior to course commencement.
- iii. Head of Training and Branch Operations shall ensure a contract has been signed between an instructor and ITCoEICT before instructor engagement.
- iv. Head of Training and Branch Operations shall ensure attendance sheet for students and instructor is available at all times during course implementation.
- v. Head of Training and Branch Operations shall ensure each module is evaluated by the students.
- vi. Head of Training and Branch Operations shall ensure each course is evaluated at the end by the students.
- vii. Head of Training and Branch Operations shall ensure students evaluate the instructor and overall teaching and learning environment.
- viii. Head of Training and Branch Operations shall issue and administer attendance register for students.
- ix. Head of Training and Branch Operations shall inform student of ineligibility of sitting for final course exam.
- x. Head of Training and Branch Operations shall prepare necessary reports needed for instructor payment.
- xi. Head of Training and Branch Operations shall consolidate all module results for preparation of certificate.
- xii. All ITCoEICT students shall be required to put on their identity cards at all times while at DIT campuses, branches and CICs.

- xiii. A lost identity card shall be replaced after presenting a proof of payment of replacement fee and a police loss report to the Head of Training and Branch Operations.

4.1.2.4. Examination

- i. A student shall only be allowed to sit for final examination upon completion of all fees and reach a minimum of 80% of attendance in a course.
- ii. At the end of each course/module students shall undertake final exam which will certify him/her completion of the course.
- iii. Student who fail the final examination shall be given the chance to do supplementary and if fails, the previous result remains.
- iv. A student who fails the final exam shall receive a certificate of attendance
- v. In fulfilling examination requirements, IT Fundis students shall observe the DIT Examination Regulations as approved by DIT Council.
- vi. IT Fundis and any long term academic programmes administered by ITCoEICT shall be approved by following DIT examination approval.

4.1.2.5. Certificates

- i. ITCoEICT shall administer preparation and issuing of certificates to qualified students with confidentiality and integrity not later than one month after course completion.
- ii. Head of Training and Branch Operations shall prepare a list of qualified students for certificate awards.
- iii. All certificates shall be signed by the ITCoEICT Director and the Principal.
- iv. Students shall return the identity card prior to receiving his/her certificate.

4.1.2.6. Instructors' Payment

- i. Instructors' payment shall be approved by the ITCoEICT Director after recommendation from the Head of Training and Branch Operations.
- ii. Instructor shall submit all reports including results and attendance list of his/her students signed by respective students.
- iii. All instructors will be paid per contact hours unless specified otherwise by the ITCoEICT Director.

4.1.3. Quality Control and Assurance

- i. ITCoEICT shall employ only qualified instructors with proven record of conducting such professional program.
- ii. All section heads shall only be allowed to teach in any program upon approval by the ITCoEICT Director.
- iii. ITCoEICT shall prepare Monitoring and Evaluation tools.
- iv. Head of Training and Branch Operations shall prepare an evaluation report and submit the report to Director for further action.
- v. All instructors will be given evaluation feedback and advised to address areas of their weaknesses.
- vi. All underperforming instructors will not be involved in any training activities at ITCoEICT.
- vii. All programmes shall be reviewed annually to evaluate their relevancy in industry and profitability.
- viii. All instructors shall submit their CVs to the Head of Training and Branch Operations for evaluation and approval.

4.1.4. Corporate Training

- i. Corporate classes are those classes customized to suit needs of companies and other corporate organization.
- ii. Before conducting a corporate class site visit to the client has to be done in order to determine the needs and conduct training as per client's requirements.
- iii. A training needs assessment report of the site visit shall be discussed with ITCoEICT for approval before being sent to client.
- iv. Before commencing the training, the client and ITCoEICT shall agree on course delivery, terms and conditions.
- v. After the completion of the corporate training there shall be an evaluation process as per ITCoEICT standards.
- vi. Payment to instructors involved in teaching corporate classes shall be as indicated in Section 4.6.
- vii. Distribution of income generated from the corporate classes shall be as indicated in Section 4.6.

4.1.5. Computer Laboratory Use

- i. Students are supposed to be in the class 15 minutes before the start of the training session.
- ii. A student who comes late 15 minutes shall not be allowed to attend that training session.
- iii. Food and drinks are not allowed in the laboratory.
- iv. Anybody found guilty of loss or vandalism of any ITCoEICT equipment shall have to pay the loss or damage of the said equipment.
- v. Students are not allowed to move any equipment, item or furniture from one room to another without permission.
- vi. Students are not allowed to install or download any software in computers without permission from instructor/technician.
- vii. Students are not allowed to play games, watching movies, or listen to music in the computer laboratory.
- viii. Only registered students shall be allowed to use computer laboratory.
- ix. Use of mobile phone shall not be allowed during training session.
- x. Internet access shall be used only for Learning and with the permission of instructors/technician.
- xi. Don't display or print graphics materials that may be objectionable or offensive.
- xii. Posting of messages or accessing materials that are abusive, obscene, sexually oriented, threatening, harassing, damaging to another's reputation or illegal is prohibited.
- xiii. Don't remove or disconnect parts, cables or labels in the computer laboratory
- xiv. Instructors are expected to closely monitor student activities in the laboratory.
- xv. Instructors, should when using computer labs clean the whiteboard, turn off the digital projector, and return the room key after doors have been locked. Doors to computer labs must be locked when not in use.
- xvi. Instructors should report any non-functioning technology equipment to ITCoEICT supporting staff.
- xvii. Students must save their work to their provided storage space.
- xviii. Students shall be allowed to print learning materials only.
- xix. Students must close all open windows, applications, and log out before leaving the laboratory.

- xx. Instructors, should when using computer labs clean the whiteboard, turn off the digital projector, and return the room key after doors have been locked. Doors to computer labs must be locked when not in use.
- xxi. Everyone will adhere to government copyright laws, cyber laws and Electronic and post regulations.
- xxii. Computer users should not unplug and switch mouse for left handed students. Simply have student move the mouse to the left side of the keyboard and replace on right side when done.

4.1.6. Special Training

- i. ITCoEICT shall start a special training upon approval from head of training and branch operation.
- ii. Before commencing the training, the client and ITCoEICT shall agree on course delivery, terms and conditions.
- iii. Instructor and Head of Training and Branch Operations shall agree upon payment terms and delivery before being engaged.

4.1.7. Examination Regulations

- i. ITCoEICT shall follow DIT examination regulations for long term courses.
- ii. For short courses ITCoEICT shall prepare examination regulations that will be approved by ITCoEICT Advisory Committee.

4.2. Operational Procedures for HPC and ICT Services

4.2.1. HPC Administration

- i. Only HPC administrator shall have root or administration access to the system.
- ii. HPC administrators shall apply operating system patches, install and patch software and provide all necessary security control to the system.
- iii. Only authorized users shall have access to HPC server room.
- iv. HPC administrators shall ensure HPC server room comply with server room standard.
- v. The HPC administrators shall ensure HPC services are up and running

- vi. HPC administrators shall attend fault based on fault management procedures.
- vii. Any individual accessing the HPC server room must sign and sign out of the server room access log book.
- viii. Entry in the server room by tailgating other staff is strictly prohibited.
- ix. Food and drinks shall not be taken in the server room.

4.2.2. HPC Usage

- i. Any person wish to use the HPC services shall request for user account.
- ii. The user shall receive service request response from HPC administrator within 24 hours.
- iii. The user shall be able to access the HPC after getting permission from the system administrator.
- iv. Sharing user credentials shall not be permitted.
- v. Every user shall have only one account.
- vi. HPC administrator shall enforce regularly changing of password for best security practice.
- vii. The supervisor of a project/research must provide a regular report to head of HPC on various progress of the undertaking project as well as resource required.
- viii. Each project or research that needs HPC resources will be located with computational resources sufficient to the project.
- ix. The Head of HPC and ICT Services shall perform backup regularly.
- x. ITCoEICT shall develop standard HPC usage guidelines that shall be approved by ITCoEICT Advisory Committee.

4.2.3. Data Storage Services

- i. Any person wishing to use the Data Storage services shall request for user account.
- ii. HPC and ICT services section shall respond to Data Storage requests within 24 hours.
- iii. The user shall be able to access the Data Storage Services after getting permission from the system administrator.
- iv. Sharing user credentials shall not be permitted.
- v. Every user shall have only one account.

- vi. The head of HPC and ICT services shall enforce regularly changing of password for best security practice.
- vii. All users of HPC must be accountable to storage, network, computational resources, ethics and professionalism.
- viii. The Head of HPC and ICT Services shall perform backup regularly.
- ix. ITCoeICT shall develop standard Data Storage guidelines that shall be approved by ITCoeICT Advisory Committee.

4.2.4. ICT Infrastructure

- i. The Head of HPC and ICT services shall ensure network infrastructure is up and running.
- ii. All networking equipment shall be installed, labelled and properly maintained
- iii. Network infrastructure diagram shall be well documented.
- iv. All ICT infrastructure related faults shall be attended and managed within 24 hours.
- v. Head of HPC and ICT services shall take necessary measures to maximize network security.
- vi. ITCoeICT shall develop Standard ICT Infrastructure management guidelines that shall be approved by ITCoeICT Advisory Committee.

4.2.5. ICT Services

- i. Head of HPC and ICT Services shall provide all necessary services to support business operations of ITCoeICT.
- ii. All ICT services shall be regularly updated and properly maintained.
- iii. All necessary ICT services shall be developed in collaboration with DIT ICT Services department and other stakeholders.
- iv. Head of HPC and ICT Services shall guarantee maximum security measures for all ICT services offered.
- v. ITCoeICT shall develop ICT Services guidelines that shall be approved by ITCoeICT Advisory Committee.

4.3. Operational Procedures for Community Services and Outreach Activities

- i. ITCoEICT may offer community and outreach services to any public, private or international organization.
- ii. ITCoEICT shall only offer such service if they help to realize its vision even if such service does not generate profit.
- iii. ITCoEICT shall coordinate outreach and community services within and outside DIT without affecting other operations/activities.
- iv. Facilitation in outreach activities shall depend on the budget allocated to such particular activity.

4.4. Operational Procedures for Research, Innovation and Collaboration

4.4.1. Research

- i. ITCoEICT shall identify a research niche area in collaboration with DIT Research and Postgraduate Studies department.
- ii. In implementing research activities ITCoEICT shall formulate a research club which shall be responsible for sensitize DIT community to participate in research activities in collaboration with DIT Research and Postgraduate department.
- iii. A research club shall be coordinated by a Head of Research, Innovation and Collaboration.
- iv. ITCoEICT will facilitate meetings of the research club under the recommendation of Head of Research, Innovation and Collaboration.
- v. Research club in collaboration with DIT Research and Postgraduate studies department shall coordinate development of joint research proposals to funders and ITCoEICT shall facilitate the team developing the proposal as per government regulations.
- vi. Implementation of the research proposal will follow budget stipulated by the funding agency and DIT Research and Postgraduate policy.

- vii. ITCoEICT shall develop and maintain Open Data Repository for dissemination of research findings within and outside DIT.

4.4.2. Innovation

- i. ITCoEICT shall formulate an Innovation hub which shall be responsible for sensitizing DIT community to participate in innovation activities.
- ii. ITCoEICT Innovation hub shall offer incubation programmes in the ICT industry.
- iii. Innovation Hub shall implement a range of enterprise development, skills development and innovation enabling programmes both in the ITCoEICT and DIT community.
- iv. Innovation hub shall support DIT students in creating new business opportunities.
- v. Innovation hub shall be coordinated by the Head of Research, Innovation and Collaboration section.
- vi. Innovation hub shall ensure personnel development of skills relevant to the industry.
- vii. Innovation hub shall enhance collaboration between industries, government and DIT.
- viii. ITCoEICT shall foster entrepreneurship and incubating new companies started by students.

4.4.3. Collaboration

- i. ITCoEICT shall establish collaboration with industry in realizing its mission and vision.
- ii. ITCoEICT shall engage potential partners in implementing DIT teaching factory.
- iii. Head of Research, Innovation and Collaboration shall ensure MOU is signed with partners.

4.5. Operational Procedures for ITCoEICT Branches and CICs

4.5.1. Branches and CIC Establishment

- i. Request sent to ITCoEICT for CIC and Branch establishment.
- ii. ITCoEICT discusses the request and send a team led by Head of Training and Branch Operations.
- iii. Inspection report is prepared by Training and Branch Operations and Submitted to ITCoEICT.
- iv. Minimum Requirement for CIC and Branch:
 - a. A room should have a minimum capacity of ten desktop computers.
 - b. A room should have a stable power supply and suitable washrooms around.
 - c. At least ten desktop computers.
 - d. A projector and Whiteboard.
 - e. Presence of adequate number of furniture.
 - f. A room shall have a room temperature recommended for a computer room.

4.5.2. Branches and CIC Administration

- i. There shall be at least one staff to act as a Branch/CIC Coordinator and will be responsible for all correspondences with Head of Training and Branch Operations.
- ii. There shall be two types of CICs and Branches ITCoEICT established CIC/Branch and CIC/Branch established by ITCoEICT partner.
- iii. For the ITCoEICT established Branches/CICs, all course fees will be paid direct to ITCoEICT account and deposit slips to be sent to Head Training and Branch Operations for verification. ITCoEICT will be responsible for disbursement of funds for operating cost and profit as per agreed distribution as in Section 4.6.
- iv. For the branch/CIC which has been established by ITCoEICT partner, all course fees will be deposited at partner's account and he/she will be responsible to disburse ITCoEICT funds as per the agreement.
- v. Administration of courses will follow normal ITCoEICT course administration.
- vi. All certificates shall be issued by ITCoEICT.

- vii. All Branches and CICs shall adhere and comply with ITCoEICT quality assurance standards.
- viii. Instructors for Branches and CICs shall be recruited by ITCoEICT in collaboration with DIT Human Resource Office.

4.6. Operational Procedure for Disbursement of Funds

- i. Revenue generated by ITCoEICT shall be used to cover all operational costs as well as contributing to DIT income/budget. The revenue shall be distributed as shown in Figure 4.1.

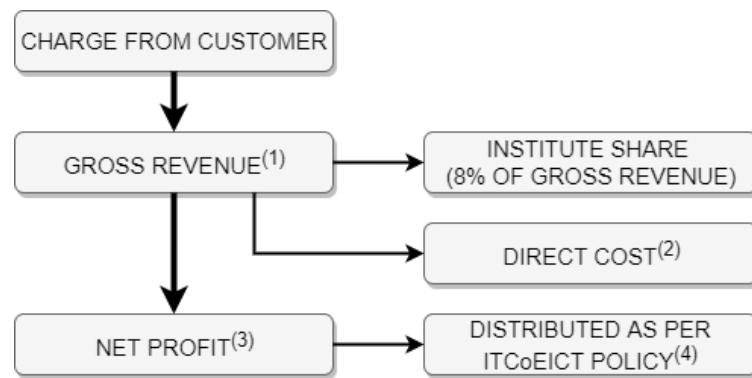


Figure 4-1: ITCoEICT Income Distribution Diagram

NOTE:

- (1) Gross Revenue is the total revenue received from students/customers before any deductions.
- (2) Direct Cost includes, but not limited to, cost of teaching materials, cost of paying instructors who are delivering the training, cost of stationary and certificates.
- (3) Net Profit = Gross Revenue – (Institute Share + Direct Cost)
- (4) The distribution of the Net Profit is shown in Table 4.1

Table 4.1 Distribution of Revenue to various parties for various income generation scenarios.

Scenario	I	II	III
ITCoEICT	90 %	100 %	Depends on mutual agreement between the parties
Department	10 %	NA %	
DIT Campus/CIC	NA	NA	

(1) Percentage shown in this table is % of the Net Profit.

(2) ITCoeICT share is for covering all administrative cost, salaries of contracted employees, cost of maintaining other services e.g. High Performance Computing facilities, supporting DIT Campus and CICs, and plan for future expansion.

(3) Department – is the Instructor's department.

- ii. Income distribution scenarios shown in Table 4.1 shall be as follows:
 - a. Scenario I – is when the training is delivered by instructor(s) from DIT community.
 - b. Scenario II – is when the training is delivered by instructor(s) from outside the DIT community.
 - c. Scenario III – is when the training is taking place at DIT Campus/branch, or CICs. The rate shall depend on the agreement between ITCoeICT and the DIT Campus/CICs.
- iii. Every instructor shall be paid hourly and the rate for each course shall be reviewed and get approved by the ITCoeICT Advisory Committee.
- iv. For classes that do not meet minimum number of students required to generate profit, the amount that the students need to pay and instructor payment rate shall be discussed before commencing the training.

4.7. Finance Operational Procedures

4.7.1. General Ledger and Chart of Accounts

- i. There shall be a Chart of Accounts for ITCoEICT ledgers.
- ii. Accountant shall be responsible for developing Chart of Accounts with consultation with Accounts Department and approved by Director.

4.7.2. Bank Accounts

- i. There shall be two bank accounts one for local currency and another one for foreign currency.
- ii. There shall be two categories of signatories:
 - a. Chairman of ITCoEICT Advisory Committee/Principal or ITCoEICT Director.
 - b. Institute Bursar or ITCoEICT Accountant.
- iii. Institute Bursar and Accountant will only sign on the absence of ITCoEICT Director.

4.7.3. Revenues and Expenses

- i. ITCoEICT Revenues sources are expected to be generated from short courses, long Courses, community services, and grants.
- ii. All ITCoEICT revenues shall be deposited at designated bank account and receipt produced for the same.
- iii. Revenue shall be recognized as per DIT financial policy.
- iv. A receipt has to be issued for every revenue recognized.
- v. All expense shall be approved as per budget allocation unless specified by the Director.
- vi. Invoice related to expenses will be forwarded to ITCoEICT accountant to check for validity, conformity to budget, mathematical accuracy, and compliance to DIT procurement rules.
- vii. Prior to payment all invoices shall be approved by the Director
- viii. There shall be a provision of only petty cash to be kept by ITCoEICT Accountant.

- ix. ITCoEICT accountant will be responsible for retirement of all petty cash before requesting for another petty cash amount.
- x. Staff who will fail to retire the petty cash within five working days a letter of warning will be issued and being deducted from his salaries/allowances.
- xi. All cheques shall be received by ITCoEICT Accountant and the same shall be deposited to the bank account.
- xii. Receipt shall be disbursed only after the cheque has been cleared.

4.7.4. Fixed Assets and Depreciation

- i. Item will 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 DIT standard depreciation rate.
- iii. All ITCoEICT assets shall be registered as per DIT assets regulations.
- iv. DIT procedure shall be followed for disposal of assets.

4.7.5. Other Financial Regulations

- i. ITCoEICT shall follow DIT approval mechanism for acquiring capital
- ii. ITCoEICT shall follow DIT Payroll Procedures if need be.
- iii. ITCoEICT accountant shall be responsible for reconciling bank accounts every month.
- iv. ITCoEICT accountant shall be responsible for remittance of all taxes and levies to respective government organs as per Income Tax Act in collaboration with DIT account department.
- v. ITCoEICT shall prepare a financial budget for each financial year and shall be approved by ITCoEICT Advisory Committee.
- vi. ITCoEICT accounts will be audited by DIT internal auditors and external auditor from Control and Auditor General each financial year.

CHAPTER 5.

OTHER OPERATIONAL ISSUES

5.1. Resolution of Disputes

In the event of any disputes between the ITCoEICT and a staff member relating to training or any services offered by ITCoEICT, such dispute may be referred to the Principal who will formulate the ITCoEICT Disputes Resolution Committee comprising of at least five senior academic staff members, well versed in professional training, appointed by the Principal. Application for dispute resolution with all appropriate supporting evidence should be made directly to the chairperson of the formulated ITCoEICT Dispute Resolution Committee. After resolving the Dispute, the Principal shall dissolve the ITCoEICT Disputes Resolution Committee.