



UNITED REPUBLIC OF TANZANIA



**MINISTRY OF EDUCATION, SCIENCE AND
TECHNOLOGY**

**DAR ES SALAAM INSTITUTE OF TECHNOLOGY
(DIT)**

SUCCESSION PLAN 2018_2023

JUNE, 2018

LIST OF ABBREVIATIONS

ADE	Advanced Diploma in Engineering
CDC,	Curriculum Development Coordinator
CE	Department of Civil Engineering
CS	Department of Computer Studies
DE	Diploma in Engineering
DIT:	Dar es Saalaam Institute of Technology
DPAF	Deputy Principal Administration and Finance
DPARC	Deputy Principal Academic Research and Consultancy
DTC	Dar es Salaam Technical College
EE	Electrical Engineering
ETE	Electronics and Telecommunication Engineering
FTC	Full Technician Certificate
GS	General Studies
HoD	Head of the Department
ITCoEICT	India Tanzania Center of Excellence in Information Communication Technology
LT	Laboratory Technology
ME	Mechanical Engineering
NACTE	National Council for Technical Education
OTD	Ordinary Technician Diploma
PRO	Public Relation Officer
QA	Quality Assurance
QC	Quality Control

EXECUTIVE SUMMARY

ES1: The Dar es Salaam Institute of Technology (DIT) is located in the Dar es Salaam city centre, at the junction of Morogoro Road and Bibi Titi Mohamed Street. Historically, DIT was established in 1997 by the Act of Parliament, “the DIT Act No.6 of 1997” to replace the Dar es Salaam Technical College, which had a long history of technical training in Tanzania. The campus has three campuses main campus based in Dar es Saalam, Mwanza Campus and Myunga Campus based in Songwe Region.

ES2: to adhere to the DIT Council’s and the Government’s directives, a succession plan for DIT has been developed to ensure human resource sustainability and enable the smooth execution of Institute’s activities.

ES3: The succession plan has been prepared basing on the DIT Five years DIT Strategic Plan 2016/17 to 2021/2022 and the DIT corporate strategic plan 2016/2017 to 2026/2027 which were developed basing on the current national and economic policies and strategies aiming at nurturing industrialisation for socioeconomic growth and human development. In addition, the DIT succession plan has been developed basing on academic infrastructure catalogue 2017-2022, recruitment plan, Institute yearly financial budget/projections and the National guideline for preparation of Succession Plan.

ES4: The Dar es Salaam Institute of Technology has prepared this Succession plan to enable the Institute, to increase efficiency and to ensure that the gaps or vacancies that will arise within five years for any reason will be covered without affecting the normal Institute operations and various activities. In addition, the succession plan is a key for the Institute’s human resource development and recruitment plans.

ES5: Succession plan shall ensure replacement of key positions once an employee leaves for reasons. Likewise, the plan will be used to recognize individuals’ important talents in an organization that can be exploited for

developing the institute. The talents are the ones that can be improved to prepare the individuals in holding the identified gaps in future. The developed succession plan is essential in overseeing the institutional future projections and enhancing implementation of planned activities.

ES6: The appointment of the Principal is done by the Minister under the advice of the council as per DIT Act No 6 of 1997 Section 10. Deputy Principal (Academics, Research and Consultancy) formerly known as Director of Studies and Deputy Principal (Administration and Finance) shall be appointed by the DIT council as per the DIT Act No 6 of 1997 Section 11-12. However, basing on amended law of public service of 2007 and 2016, the Public Service Act (Public Service Cap 298) shall stand over DIT Act (DIT Act No 6 of 1997) whenever there is a conflict between the two.

ES7: In each position, successors were proposed basing on the required basic qualifications for the respective positions. At least three successors were proposed in each position. Apparently, some of positions could not find three successors and therefore were left for recruitment. It should be noted also that the staff identified as a prominent successor in a position and also mentored to succeed the position does not warrant him/her to claim that he/she must be awarded such position.

ES8: To ensure success in implementing the proposed succession plan, a plan for monitoring and evaluation of implementing this succession plan has been proposed and incorporated in this plan. The succession plan is subject to review every after one year however, minor review can be done when deemed necessary and subject to approval by the DIT Council. The principal of the Institute shall be the in charge of the implementation of the succession plan in the Institute assisted by the Human Resource manager.

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CHAPTER ONE:

INTRODUCTION

1.1 Background Information

Succession plan is part and parcel of human resource management plan which focuses on strengthening the human resource capacity with talent pool. It is intended to fill up the gaps due to retirement, promotions, deaths, job abscondments etc. It is through this plan the institute will recognize the capacities of its human resource and hence set up a plan to cover the gaps with qualified personnel. This plan will enable the institute to aquinty relevant human resource with responsibilities assumed for such vacancies.

The Dar es Salaam Institute of Technology has prepared this plan to enable the Institute to ensure that the gaps or vacancies that will arise within three years for any reason will be covered without affecting the normal Institute operations and various activities.

Succession planning is a process of developing a systematic approach to building replacement of workers to ensure continuity, by identifying potential successors in critical work processes. Succession plan ensures replacement of key positions once an employee leaves for reasons. Likewise, the plan is used to recognize individual's important talents in an organization that can be exploited for developing the institute. The talents are the ones that can be improved to prepare the individuals in holding the identified gaps in future. The plan is essential in overseeing the institutional projections.

The principal of the Institute shall be the in charge of the implementation of the succession plan in the institute assisted by the Human Resource manager. All communications with higher authorities shall use the number of successors as shown on the table B and not the names of successors. It should be noted also that the staff identified as a prominent successor in a position and also mentored to succeed the position does not warrant him/her to claim that he/she must be awarded such position.

1.2. Brief Information about DIT

The Dar es Salaam Institute of Technology (DIT) is located in the Dar es Salaam city centre, at the junction of Morogoro Road and Bibi Titi Mohamed Street. Historically, DIT was established in 1997 by the Act of Parliament, “the DIT Act No.6 of 1997” to replace the Dar es Salaam Technical College, which had a long history of technical training in Tanzania. This history dates back to 1957 when its predecessor (the Dar es Salaam Technical Institute) was established with the main task of providing vocational training in the country. The Institute later expanded its scope to offer technical secondary school courses and training for Technical Assistants before it was upgraded in 1962 to become the Dar es Salaam Technical College (DTC), the first formal technical training institution in the country.

Part of the responsibilities of DTC at the time of its inception was to train technicians under the London City and Guilds Training Program. In order to enhance its contribution to the national capacity building in technical manpower, the College in 1964 introduced two and a half year Ordinary Technician Diploma (OTD) programmes in Civil, Electrical, Telecommunications and Mechanical Engineering. These were later upgraded into three year Full Technician Certificate (FTC) courses in 1970/1.

Later, the College also introduced Diploma in Engineering (DE) programs in the four traditional engineering disciplines to provide post-FTC technical training. Courses for Laboratory Technology and Diploma in Technical Education (DTE) were also introduced. The position of DTC in the provision of higher technical education was consolidated in 1991 when the corresponding Advanced Diploma in Engineering (ADE) programs replaced the Diploma in Engineering (DE) courses. Today, DE and ADE graduates can be found in almost all engineering firms/institutions and positive feedback is available from the respective employers to indicate their overall good performance.

The current political and economic trends, as well as the new technological changes have increased competition in the demand for, and supply of quality products including technical education and services. Under such a competitive environment, the leading position of DTC in the provision of higher technical education could not be sustained for long, with its old set-up and mission. Hence a new institution was therefore necessary to replace the Dar es Salaam Technical College; the institution that can effectively address the current technological developments, provide competitive academic outputs in terms of quality technical training, applied research and expertise services to the community. The Dar es Salaam Institute of Technology was therefore established in 1997 to realize that aspiration, as guided by its vision and mission.

DIT is a fully accredited institution by the National Council for Technical Education (NACTE). Currently, DIT offers a wide range of full-time, part-time and professional applied sciences and engineering training courses/programmes. The Institute replaced the FTC and ADE programmes with Ordinary Diploma and Bachelor of Engineering programmes respectively (i.e National Technical Awards (NTA) Level 4-9) in line with the NACTE competence based modular training system. Later on, the Institute started offering Bachelor of Technology in Laboratory Sciences. Recently, the Institute has started offering the following new programmes: Master in Computational Science and Engineering, Master of Engineering in Maintenance Management, Bachelor of Oil & Gas and Diploma programme in Biotechnology, Food Science and Technology. In the next academic year 2018/2019 the institute is expecting to offer Master of Engineering in Sustainable Energy as an Engineering Programme.

The expectations and aspirations of Tanzanians towards DIT are very high because for a long time, the institute has been producing graduates who meet the market demands. As expressed in the National Technical Education and Training Policy of 1996, National Higher Education Policy of 1999 and Tanzania Development Vision 2025 of 1999 advancement in science and technology are key areas to focus on since they have a positive impact to social economic growth in any country and ensure a

knowledge-based economical growth. In order for DIT to match with its new structure, roles and functions and current market demand, training curricula are reviewed after every five years by incorporating various stakeholders' views.

This Prospectus therefore, describes the main features of the DIT in line with the customers' and stakeholders' interests. It provides an outline of academic programmes, admission requirements, procedures and regulations to be met for one to get admission and graduate at the Institute. In addition, examination regulations, course programmes, course duration list of academic staff and other relevant information are also provided.

1.2.1 Organization Structure of DIT

The top organ of the DIT is the Council followed by the Chief Executive Officer (Principal) who is supported by the Deputy Principal (Academic, Research and Consultancy) and the Deputy Principal (Administration and Finance). The two Deputy Principals are supported by Heads of various Departments who oversee teaching, learning and resources of the respective Department. Organization structure of DIT is shown in Figure 1.2.

1.2.2 Vision

The vision of Dar es Salaam Institute of Technology (DIT) is to become the leading technical education Institution in addressing societal needs.

1.2.3 Mission

The mission of Dar es Salaam Institute of Technology is to provide competence based technical education through training, research, innovation and development of appropriate technology.

1.2.4 Functions

- To provide facilities for study and training in the principles, procedures and techniques and conduct training programmes in Electrical Engineering, Civil Engineering, Mechanical

Engineering, Computer Engineering, Science and Laboratory Technology, Electronics and Telecommunications Engineering, and such other related disciplines as the Institute may from time to time decide.

- To engage in applied research and development in the disciplines specified above.
- To provide consultancy services to the public.
- To conduct examinations and grant awards of DIT as approved by the National Council for Technical Education
- To perform all such other functions as stipulated in the Act that established the institute

CHAPTER TWO

PREPARATION OF SUCCESSION PLAN

2.1 Steps in Succession Planning

The main steps involved in the preparation of the five years DIT succession plan (2018-2023) includes identification of the key positions of the institute and the staff holding such positions; secondly, recognise and identify staff members expected to leave those positions in the near future within five years and the reasons behind their leaving; the third step is to assess the qualifications of the prominent successors and hence plans for sensitisation transferring knowledge and skills to the earmarked successors. Therefore, the five years succession plan for DIT has taken considered all the necessary steps, and the presentation summary of the steps is summarised in tables 'A' to 'D'.

The succession plan was prepared based on the Five years DIT strategic plan 2016/17 to 2021/2022 and the DIT corporate strategic plan 2016/2017 to 2026/2027. In addition, the DIT succession plan development was based on Act No 6 of 1997, academic infrastructure catalogue 2017-2022, recruitment plan, Institute yearly financial budget/projections and the National guidelines for preparation of Succession Plan.

2.2 Qualification and Critical Positions

The guidelines on the preparation of succession plan for institutions define the critical administrative positions as such positions which affect the performance of the institution directly. That is, if such positions are left vacant at any time, the normal functioning of the institute cannot be carried out in a normal way. The positions may be vacant due to normal retirement, appointment of individual to another posts/position, termination of employment by any reasons or death which in one way or another may affect to large extent the performance of the Institute, hence failure to meet the vision and mission of the institute.

The three main administrative critical positions are those for Principal, Deputy Principal Academic Research and Consultancy (DP ARC) and Deputy Principal Administration and Finance (DP AF). The appointment of candidates to these three critical positions is as per **DIT Act No 6 of 1997** Section 10 -12.

Two (2) main categories of DIT critical positions were considered: the managerial /administrative positions occupying the administrative block as well as the heads of the academic departments. The second group is that of teaching staff in different disciplines assuming succession plans headed by each head of department. In this succession plan, twenty two (22) critical positions were identified basing on the DIT organisational structure including the heads of the academic departments.

2.3 Other Critical Positions

Apart from the twenty two (22) critical positions in managerial positions of the institute, there are also other nine (9) critical positions recognised in this plan (Table A). These include the heads of supporting sections (Library, Examinations, Admissions, CDC, QA/QC manager, Dean of students, PRO and Head ITCoeICT). The academic departments are considered as small managerial units in which the critical positions are the specific disciplines that also need succession plan especially when a gap is created for specific modules.

TABLE 'A': REQUIRED QUALIFICATIONS, SKILLS AND EXPERIENCES		
Position/cadre	Qualifications, Skills and attributes as per schemes of service and responsibilities of respective cadre/position	
	Key qualifications	Other qualifications and attributes
1. Principal	• PhD holder and has a higher academic standing with credentials eligible for recategorization as Associate Professor/Professor for higher learning technical institutions. • Be a person with outstanding academic and administrative experience and capability in the area of technical education and training in the field related to the Institution • Proven ability to develop and coordinate the implementation of academic vision for an Institution of higher learning • A person possessing ability to influence,	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfill responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity

	persuade, build coalitions, networks and ability to stimulate and encourage new ideas and development through motivation and support of staff and students. • Should have teaching experience of not less than twelve (12) years of which five (5) years should be in a senior administrative position in a related higher learning Institution.	
2. Deputy Principal Academic, Research and Consultancy	• Be a person with higher academic standing (Senior Lecturer/ Principal Tutor I or above) preferably in the field related to the institution and be eligible for registration as a technical teacher; • Be a person with outstanding academic and administrative experience and	- Good working relationship - Ability to Communicate, Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra

	capability in the area of technical education and training in the field related to the Institution • Should have teaching experience of not less than eleven (11) years of which five (5) years should be in a senior administrative position in a related higher learning Institution.	work - Ability to accept and fulfill responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
3. Deputy Principal (Planning, Finance and Administration)	• Be appointed from a list of three candidates of higher academic standing (Senior Lecturer/ Principal Tutor I or above) preferably in the field related to the institution and be eligible for registration as a technical teacher; • Be a person with outstanding academic and administrative experience and capability in the	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfill responsibility

	area of technical education and training in the field related to the Institution • Should have teaching experience of not less than eleven (11) years of which five (5) years should be in a senior administrative position in a related higher learning Institution.	- Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
4. Registrar	• Master's degree in Engineering or Science • Ten (10) years working experience, of which five (5) years should be in a senior administrative position in a related higher learning Institution.	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfill responsibility - Ability to make right

		decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
5. Head, Department of Civil Engineering	• PhD/Masters Degree preferably in the related field • At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training.	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfill responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
6. Head, Department of Computer Studies	• Ph.D/Masters Degree preferably in the related field • At least five (5) years teaching experience and must be a person	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and

	with outstanding academic and administrative experience and capability in the area of technical education and training.	innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
7. Head, Department of Electrical Engineering	• Ph.D/Masters Degree preferably in the related field • At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training.	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility

		- Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
8. Head, Department of Electronics and Telecommunications Engineering	• Ph.D/Masters Degree preferably in the related field • At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training.	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
9. Head, Department of Mechanical Engineering	• Ph.D/Masters Degree preferably in the related field • At least five (5) years teaching	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate

	experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training.	and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
10. Head, Department of Science and Laboratory Technology	• Ph.D/Masters Degree preferably in the related field • At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training.	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work

		- Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
11. Head, Department of General Studies	• Ph.D/Masters Degree preferably in the related field • At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training.	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
12. Head, Department of Research Publications and	• Ph.D/Masters Degree preferably in the related field • At least five (5)	- Good working relationship - Ability to Communicate - Listening skills

Postgraduate Studies	years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training.	- Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
13. Head, Institute Consultancy Bureau (ICB)	• Ph.D/Masters Degree preferably in the related field • At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training.	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra

		work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
14. Head, Industrial Liaison and Carrier Guidance	• Ph.D/Masters Degree preferably in the related field • At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training.	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
15. Head, Mwanza campus	• Ph.D/Masters Degree preferably in the related field	- Good working relationship - Ability to Communicate

	• At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training.	- Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
16. Head, Myunga campus)	• Ph.D/Masters Degree preferably in the related field • At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training.	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence

		- Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
17. Human Resources and Administration Manager	• Holders of Masters Degree in Public Administration, Business Administration majoring in Management, Administration and Human Resources Management. • Ten (10) years working experience, of which five (5) years should be in a senior administrative position in a related higher learning Institution.	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
18. Planning Manager	• Holder of Masters Degree in	- Good working relationship - Ability to Communicate

	Economics, Educational Planning, Engineering/General Management, Statistics, and any other relevant field from recognized institution, • Ten (10) years working experience, of which five (5) years should be in a senior administrative position in a related higher learning Institution.	- Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
19. Chief Internal Auditor	• Holder of Masters Degree in accounting with possession of full professional qualification CPA (T) or ACCA or equivalent from a recognized accounting body. Must be registered by the NBAA as an Authorized Auditor/Accountant. • Ten (10) years	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence

	working experience, of which five (5) years should be in a senior administrative position in a related higher learning Institution.	- Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
20. Chief Accountant (Bursar)	• Holder of Masters Degree in Accounting and must possess full professional qualification CPA (T), ACCA or equivalent from a recognized accounting body. Must be registered with the NBAA as an Authorized Accountant. • Ten (10) years working experience, of which five (5) years should be in a senior administrative position in a related higher learning Institution.	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
21. Estate Manager	• Holder of Masters Degree in Civil	- Good working relationship

	Engineering, Architecture, Building Economics or equivalent qualifications from recognized higher learning institutions and has been registered with the relevant Professional Registration Board. • Ten (10) years working experience, of which five (5) years should be in a senior administrative position in a related higher learning Institution.	- Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
22. Head, Procurement Management Unit	• Holder of Masters Degree in Procurement and Supplies. Must be a registered member of CSP or CIPS or CPSP or equivalent qualification from a recognized University/institution • Ten (10) years working	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and

	experience, of which five (5) years should be in a senior administrative position in a related higher learning Institution.	persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
Other Critical positions		
1. Head, Library Services	• Masters Degree preferably in Library and Information, Management, Administration or its equivalent from a recognized University/institution . • Ten (10) years working experience, of which five (5) years should be in a senior administrative position in a related higher learning Institution.	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity

2. Examination Officer	• Holder of Masters Degree/Advanced Diploma in Educational Management Administration or Statistics plus nine (9) years working experience in a similar profession/career.	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
3. Admissions Officer	• Holder of Masters Degree/Advanced Diploma in Educational Management Administration or Statistics plus nine (9) years working experience in a similar profession/career	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output

		timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
4. Curriculum Development Coordinator (CDC)	• Ph.D/Masters Degree preferably in the related field • At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training.	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced

		integrity
5. Manager, Quality Assurance & Control Unit	• Holder of Masters Degree preferably in Statistics, Economics, Educational Planning, Boniness Administration, or equivalent from a recognized University/Institution • Ten (10) years working experience, of which five (5) years should be in a senior administrative position in a related higher learning Institution	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
6. Dean of Students	• Master's Degree in Education, Educational Psychology, Counseling and Guidance, Social Work or its equivalent from a recognized University/institution	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate

	• Ten (10) years working experience, of which five (5) years should be in a senior administrative position in a related higher learning Institution.	and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
7. Head, Public Relations Unit	• Holder of Masters Degree in Journalism or Mass Communication from a recognized University/Institution or its equivalent. • Ten (10) years working experience, of which five (5) years should be in a senior administrative position in a related higher learning Institution	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s)

		- Must have pronounced integrity
8. Head, Legal Counsel Unit	• Holder of Masters Degree in Law (LL.M.) from a recognized Institute and has been admitted as an Advocate of the High Court. • Ten (10) years working experience, of which five (5) years should be in a senior administrative position in a related higher learning Institution.	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize - Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
9. Head, Information & Communication Technology Unit	• Holder of Masters Degree in Computer Science or Computer Engineering or Information Technology, or Cisco Certified Network Administrator (CNA)	- Good working relationship - Ability to Communicate - Listening skills - Ability to lead, motivate and resolve conflicts - Ability to initiate and innovate - Ability to plan and organize

	qualification from a recognized University/institution . • Ten (10) years working experience, of which five (5) years should be in a senior administrative position in a related higher learning Institution.	- Ability to deliver accurate and high quality output timely - Ability for resilience and persistence - Ability to handle extra work - Ability to accept and fulfil responsibility - Ability to make right decisions - Ability to provide ongoing support to supervisor(s) - Must have pronounced integrity
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The heads of the departments shall foresee plans so that specific modules in the departments do not suffer. Therefore, in this plan, the heads of department are required to submit their plans of succession for critical modules i.e identifying the staff experts in certain modules, the time they are expected to leave, plans for succession. The tables E and F show the staffing of departments with the existing gaps in the five years, hence the projected need for recruitment (**Table E**) and the staff currently on studies and expected to resume within the 5 years (**Table F**). The information is important for HR management on the cost implication as far as the recruitment is required.

2.4 Possible Chances of staff leaving in the critical positions and Recognising Qualified staff

Reasons for staff leaving their positions are mainly compulsory retirement for the permanent and pensionable staff and end of contract for contracted staff. There are other reasons like resignation, sick leave, termination, death, transfer and reappointment to other positions. Apparently, the later group of reasons can hardly be ascertained for planning purposes. This succession plan has taken into account the first group of reasons

that can be forecasted while the rest left as unforecasted. Therefore, in this aspect, the analysis of staff expected to leave the critical positions in five years time was done and this summary is presented in Table B. Furthermore table 2B suggests prominent successors for the positions identified in Table B.

TABLE 'B'STAFF IN KEY POSITIONS WHO ARE EXPECTED TO LEAVE THE PZAAOOSITIONS AND EXPECTED SUCCESSORS												
No	POSITION /VACANCY	DEPT /UNIT/CENTER/ CTION	EMPLOYEE EXPECTED TO LEAVE THE POSITION	REASONS LEAVING (Put 'x')			FOR	Date expecte d to leave	Expected success ors*	Measures to be taken in case of lack of successors ** (put 'x')		
				Compuls ory retiremen t	End of contr act	Other reason s (menti on)				(1)	(2)	(3)
1	Principal	Admn	Prof. Preksedis M. Ndomba				x	N/A	3			
2	Deputy Principal Academic, Research and Consultancy	Admn	Prof. Christian W. M. Nyahumwa	x				30.04.20 18	3			
3	Deputy Principal Administration and Finance	Admn	Dr Mashauri A. Kusekwa				x	N/A	3			

4	Registrar	Admn	Mr. Roy R. Elneema					3	N/A			
5	Head Department of Civil Engineering	CE	Dr. Thomas A.			x		3				
6	Head Department of Computer Studies	CS	Dr. Kisanga D.H.			x		3				
7	Head Department of Electrical Engineering	EE	Dr. Karugaba S. F. M.			x		3				
8	Head Department of Electronics and Telecommuni cations Engineering	ETE	Dr. Rugumira G.			x		3				
9	Head Department of Mechanical	ME	Dr. Sanga F.			x		3				

[illegible]

21	• Estate Manager	Estate	Ms. Z. Mbwambo		N/A				3				
22	Head, Information & Communication Technology Unit	ICT	Mr. O. Mnzava		N/A				3				
Other Important Positions													
1	Head, Library Services	Library Services	Dr. E. Mtisi		x				3				
2	• Examination Officer	EO	Prof L. Henry		x				3				
3	• Admissions Officer	AO	Mr. R. NZumbi		x				3				
4	• Curriculum Development Coordinator (CDC)	CDC	Dr. G Moshi		x				3				

5	• Principal Public Relations Officer	PRO	Mr. A. Kakana		N/A				3				
6	Dean of Students	DOS	Mr. Y. Misago		N/A				3				
7	Head, Legal Counsel Unit	LCU	Mr. F.H, Kugesha		N/A				3				
8	Head, QA/QC	QA/QC	Prof. E. Amri		x				3				
9	• Chief Internal Auditor	IA	Mr. S.j. Mrindo ko		N/A				3				

TABLE '2B' POSSIBLE SUCCESSORS IN THE KEY POSITIONS

No	POSITION/VACANCY	Successors	Comments
1	Principal	1. Prof L. Henry 2. Prof E. Amri 3. Dr. M.A. Kusekwa	
2	Deputy Principal Academic, Research and Consultancy	1. Prof L. Henry 2. Prof E. Amri 3. Dr. P. Nsimama	
3	Deputy Principal Administration and Finance	1. Dr. A. J. Nsanzanzelu 2. Dr. F. Mamboya 3. Dr. E. Rutalebwa	
4	Registrar	1. Dr. D. Kisanga 2. Dr. Oberlin Aisa 3. Dr. G. Rugumira	
5	Head, Department of Civil Engineering	1. Dr. J. Malisa 2. Dr. S. Khassim 3. Dr. S Mbawala	
6	Head, Department of Computer Studies	1. Dr. S. Kimbi 2. Dr. D.Simbeye 3. Mr F. Mwalongo	
7	Head, Department of Electrical Engineering	1. Dr. R. Kiiza 2. Dr. G. Moshi 3. Mr. Epimack	
8	Head, Department of Electronics and Telecommunications Engineering	1. Dr. J. Msumba 2. Dr. P. Peshu 3. Dr. A. Manyele	
9	Head, Department of Mechanical Engineering	1. Dr. R. Kivugo 2. Dr. F. Lujaji 3. Ms. A Kisioki	
10	Head, Department of Science and Laboratory Technology	1. Dr.K. Mwaikono 2. Ms.A. Mkangara 3. Dr. G.A. Mmari	
11	Head, Department of General	1. Dr.A. Mtafya	

	Studies	2. Dr.E. Mtisi 3. Ms.T. Ngailo	
12	Head, Department of Research Publications and Postgraduate Studies	1. Dr. Kiiza R 2. Dr.J. Malissa 3. Dr.G. Moshi	
13	Manager Institute Consultancy Bureau (ICB)	1. Mr.E. Munuo 2. Dr. J. Malisa 3. Dr.S. Kimbi	
14	Industrial Liaison and Carrier Guidance Officer	1. Dr D.H. Kissanga 2. Dr.F. Sanga 3. Dr.A. Nsanganzelu	
15	Head, Mwanza campus	1. Mr.I. Mwangosi 2. Dr. P. Nsimama 3. Dr F. Sanga	
16	Head, Myunga campus	1. Dr.C. Mgonja 2. Mr. Chacha W 3. Mr. Liwondo A	
17	Head, Library Services	1. Mr. I. Tende 2. Mr. M. Mwangende 3. Mr. C. Komba	
18	Examination Officer	1. Dr. F. Mbaga 2. Dr. A. Mtafya 3. Ms. T. Ngailo	
19	Admissions Officer	1. Mr. L. Singoye 2. Mr. E. Munuo 3. Ms P. Mfaume	
20	Curriculum Development Coordinator (CDC)	1. Dr. S.Khasim 2. Dr. P. Pasha 3. Dr. F. Mamboya	
21	Principal Public Relations Officer	NA	Three recruitments
22	Human Resources and Administration Manager	1. Ms. A. Mwasyoge 2. Ms. J. Lyamuya 3. Ms. G. Sombi	
23	Planning Manager	1. Mr. J. A. Kaiza	One

		2. Ms. R. Choray	recruitment
24	Chief Internal Auditor	1. Mr. Z. Mzee 2. Mr. M. Kalinga 3. Ms. G. Tambo	
25	Chief Accountant (Bursar)	1. Mr. S. Ngiga 2. Ms. M.N. Oforo 3. Mr. J. Kwiyoleda	
26	Estate Manager	1. Mr. Oswald 2. Mr. W. Kachema 3.	One recruitment
27	QA/QC	1. Dr. S.F. Karugaba 2. Dr. J Msumba 3. Dr. K Mwaikono	
28	Dean of Students	1. Mr. Kaseka 2. Mr. C. Nkambaulaya 3. Ms. A. Kisinda	
29	Head, Procurement	1. Mr. H. I. Mashebe 2. Ms. J. Mwihambi 3. Mr. Reuben	
30	Head, Legal Counsel Unit	1. Mr. F H Kugesha 2. Mr. N. E. Ndelwa	One recruitment
31	Head, Information & Communication Technology Unit	1. Mr. R. Nyangusi 2. Mr. J. Ibrahim 3. Mr. M. Mwangende	
32	DIT Dispensary	1. Dr K. M. Mnasi 2. Dr. A. S. Mtulia 3. Ms. E. Kijah	

2.5 Analysis of the Qualifications of staff to the critical positions

Rarely can the identified successors show competence in knowledge and skills as required for the intended position. Therefore the analysis of the talents of successors has taken into account their historical performance in related job that can map their capacity to manage the vacant created positions by the outgoing staff. Additionally, the institute shall make sure that plans are in place to build their capacities to enable them manage the new positions. The strategies include involvement of the successor in the implementing institutional goals under supervision of the outgoing staff well before, exposing the staff to issues of some institutional activities related to the position, short and long term training etc. Table 'C' analyses the qualifications, skills, knowledge and attributes of successors for the critical positions.

TABLE 'C': ANALYSIS OF QUALIFICATIONS , SKILLS, KNOWLEDGE AND ATTRIBUTES OF SUCCESSORS					
Name of the Institute	Dept /Unit/Centre/	Name of the supervisor		Designation of the supervisor	
DIT	Admin	Prof.Preksedis Marco Ndomba		PRINCIPAL	
Name of the staff	Current position	Date of the Current position	Salary scale	Date of employment	Birth date
1. Prof.L.N. Henry	EO/ Associate Professor	01.07.2010	PHTS 5	01.12.2003	15.06.1966
Qualifications according to scheme of service	Does s/he meet the required qualifications?		Recommendations/Remarks		
	No	Yes			
PhD holder and has a higher academic standing with credentials eligible for		x	She meets the required qualifications		

recategorization as Associate Professor/Professor for higher learning technical institutions.			
Be a person with outstanding academic and administrative experience and capability in the area of technical education and training in the field related to the Institution		x	She meets the required qualifications
Proven ability to develop and coordinate the implementation of academic		X	She meets the required qualifications

	vision for an Institution of higher learning			
	• A person possessing ability to influence, persuade, build coalitions, networks and ability to stimulate and encourage new ideas and development through motivation and support of staff and students.		X	She meets the required qualifications
	Should have teaching experience of not less than twelve (12) years of which five (5) years should be in a senior administrative position in a related higher		X	She has over 14 years of teaching experience and 13 years of administrative experience

	learning Institution.					
Name of the Institute		Dept /Unit/Centre/	Name of the supervisor		Designation of the supervisor	
		Admin	Prof.Preksedis Marco Ndomba		PRINCIPAL	
		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
2.	Prof. E. Amri	Associate Professor	01.11.2002	PHTS 5	01.11.2017	12.07.1970
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	PhD holder and has a higher academic standing with credentials eligible for recategorization as Associate Professor/Professor for higher learning technical institutions.		X	He meets the required qualifications		

• Be a person with outstanding academic and administrative experience and capability in the area of technical education and training in the field related to the Institution		X	He meets the required qualifications
• Proven ability to develop and coordinate the implementation of academic vision for an Institution of higher learning		X	He meets the required qualifications
• A person possessing ability to influence, persuade,		X	He meets the required qualifications

	build coalitions, networks and ability to stimulate and encourage new ideas and development through motivation and support of staff and students.					
	Should have teaching experience of not less than twelve (12) years of which five (5) years should be in a senior administrative position in a related higher learning Institution.		X	He has over 15 years of teaching experience and 7 years of administrative experience		
		Dept /Unit/Centre/	Name of the supervisor		Designation of the supervisor	
		Admin	Prof.Preksedis Marco Ndomba		PRINCIPAL	
		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
3.	Dr. Adam Mashauri	DPAF	1/11/2012	PHTS 4	6/8/1998	27/10/1962

Kusekwa						
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	• PhD holder and has a higher academic standing with credentials eligible for recategorization as Associate Professor/Professor for higher learning technical institutions.	X		He meets the required qualifications, However he is senior lecturer required to publish to be promoted to Ass. Prof.		
	• Be a person with outstanding academic and administrative experience and capability in the area of technical		X	He meets the required qualifications		

	education and training in the field related to the Institution			
	Proven ability to develop and coordinate the implementation of academic vision for an Institution of higher learning		X	He meets the required qualifications
	A person possessing ability to influence, persuade, build coalitions, networks and ability to stimulate and encourage new ideas and development through		X	He meets the required qualifications

	motivation and support of staff and students.					
	Should have teaching experience of not less than twelve (12) years of which five (5) years should be in a senior administrative position in a related higher learning Institution.		X	He has the required experience and more than 5 years in senior administrative position.		
Name of the Institute		Dept /Unit/Centre/	Name of the supervisor		Designation of the supervisor	
DIT		Admin	Prof. C. W. M. Nyahumwa		DPARC	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
1. Prof.L.N. Henry		EO/ Associate Professor	01.07.2010	PHTS 5	01.12.2003	15.06.1966
Qualifications according to scheme of service		Does s/he meetthe required qualifications?		Recommendations/Remarks		
		No	Yes			
	Be appointed from a list of three candidates of higher academic standing (Senior Lecturer/ Principal Tutor I or above) preferably in the field		X	She meets the required qualifications		

	related to the institution and be eligible for registration as a technical teacher;					
	Be a person with outstanding academic and administrative experience and capability in the area of technical education and training in the field related to the Institution		X		She meets the required qualifications	
	Should have teaching experience of not less than eleven (11) years of which five (5) years should be in a senior administrative position in a related higher learning Institution.		X		She has over 14 years of teaching experience and 13 years of administrative experience	
		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
2.	Prof. E. Amri	Associate Professor	01.11.2002	PHTS 5	01.11.2017	12.07.1970
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			

	Be appointed from a list of three candidates of higher academic standing (Senior Lecturer/ Principal Tutor or above) preferably in the field related to the institution and be eligible for registration as a technical teacher;		X	He meets the required qualifications
	Be a person with outstanding academic and administrative experience and capability in the area of technical education and training in the field related to the Institution		X	He meets the required qualifications
	Should have teaching experience of not less than eleven (11) years of which five (5) years should be in a senior administrative position in a related higher learning Institution.		X	He has over 15 years of teaching experience and 7 years of administrative experience
		Dept /Unit/Centre/	Name of the supervisor	Designation of the supervisor

		Admin	Prof C W M Nyahumwa		DPARC	
		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
3.	Dr. P. D Nsimama	HOD Lab tech/Senior Lecturer		PHTS 4	1/8/2002	15.05.1962
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Be appointed from a list of three candidates of higher academic standing (Senior Lecturer/ Principal Tutor I or above) preferably in the field related to the institution and be eligible for registration as a technical teacher.		X	he meets the required qualifications		
	Be a person with outstanding academic and administrative experience and capability in the area of technical education and training in the field related to the Institution		X	he meets the required qualifications		
	Should have teaching experience of not less than eleven (11) years of which five (5) years should be in a	X		He has over 15 years of teaching experience and 3 years of administrative experience. However, he has less years of administrative experience than required as per the scheme of service.		

	senior administrative position in a related higher learning Institution.					
Name of the Institute		Dept /Unit/Centre/	Name of the supervisor		Designation of the supervisor	
DIT		Admin	Dr. Adam Kusekwa		DPAF	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
1. Dr. Amos Nsangans eru		Lecturer	1/11/2017	PHTS 3	1/7/2009	22/09/1973
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Be appointed from a list of three candidates of higher academic standing (Senior Lecturer/ Principal Tutor I or above) preferably in the field related to the institution and be eligible for registration as a technical teacher;	X		Has not attained a senior lecturer position; however he has to be encouraged to publish to meet the required qualifications.		
	Be a person with outstanding academic and administrative experience and capability in the area of technical education and training in the field related to the Institution		X	He meets the required qualifications		

	Should have teaching experience of not less than eleven (11) years of which five (5) years should be in a senior administrative position in a related higher learning Institution.	X		He has one year of teaching experience and 8 years of administrative experience in the related field.		
DIT		Admin	Dr. Adam Kusekwa		DPAF	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
1. Dr. F. A. Mamboya		RP&PGS/Senior Lecturer	01.07.2013	PHTS 4	13.05.2008	22.02.1971
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Be appointed from a list of three candidates of higher academic standing (Senior Lecturer/ Principal Tutor I or above) preferably in the field related to the institution and be eligible for registration as a technical teacher;		X	He meets the required qualifications		
	Be a person with outstanding academic and administrative experience and		X	He meets the required qualifications		

	capability in the area of technical education and training in the field related to the Institution					
	Should have teaching experience of not less than eleven (11) years of which five (5) years should be in a senior administrative position in a related higher learning Institution.	X		He has over 9 years of teaching experience and 8 years of administrative experience. Currently has not attained the required teaching experience however in two years to come he will acquire the experience.		
DIT		Admin	Dr. Adam Kusekwa		DPAF	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
3. Dr. E. Rutalebwa		HoD GS/ Lecturer	01.07.2013	PHTS 3	1/8/2000	4/2/1967
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Be appointed from a list of three candidates of higher academic standing (Senior Lecturer/ Principal Tutor I or above) preferably in the field related to the institution and be eligible for registration as a technical	X		Has not attained a senior lecturer position; however he has to be encouraged to publish to meet the required qualifications. However, he has submitted papers for considerations		

	teacher;					
	• Be a person with outstanding academic and administrative experience and capability in the area of technical education and training in the field related to the Institution		X	He meets the required qualifications		
	• Should have teaching experience of not less than eleven (11) years of which five (5) years should be in a senior administrative position in a related higher learning Institution.		X	She has over 17 years of teaching experience and 5 years of administrative experience.		
DIT		Civil Eng. Dept	Dr. Antony Thomas		HoD Civil	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
1. Dr. J. Malisa		Lecturer		PHTS 3	15/10/2002	01/07/1972
Qualifications according to		Does s/he meet the required qualifications?		Recommendations/Remarks		

scheme of service		No	Yes			
	Ph.D/Masters Degree preferably in the related field		X	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		X	He meets the required qualifications		
DIT		Civil Eng. Dept	Dr. Antony Thomas		HoD Civil	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
2. Dr. S.M. Khassim		Senior Lecturer	28/12/2011	PHTS 4	1/1/1991	1/3/1965
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	She meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative		x	She meets the required qualifications		

	experience and capability in the area of technical education and training					
DIT	Civil Eng. Dept	Dr. Antony Thomas		HoD Civil		
Name of the staff	Current position	Date of the Current position	Salary scale	Date of employment	Birth date	
3. Dr. S.Mbawala	Lecturer	1/7/2007	PHTS 4	15/06/1991	6/9/1964	
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	He meets the required qualifications		
DIT	Computer Studies Dept	Dr. Dalton Kisanga		HOD COMPUTER		
	Current position	Date of the Current position	Salary scale	Date of employment	Birth date	
1. Dr. S. Kimbi	Lecturer	28.09.2017	PHTS 3	01/10/2010	17/09/1975	
Qualifications		Does s/he meet the required		Recommendations/Remarks		

according to scheme of service		qualifications?				
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		X	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		X	He meets the required qualifications		
DIT		Computer Studies Dept	Dr. Dalton Kisanga		HoD Computer	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
2. Dr. Daudi Simbeye		Lecturer	1/4/2015	PHTS 4	1/10/2008	25/5/1975
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative		x	He meets the required qualifications		

	experience and capability in the area of technical education and training					
DIT	Computer Studies Dept	Dr. Dalton Kisanga		HoD Computer		
Name of the staff	Current position	Date of the Current position	Salary scale	Date of employment	Birth date	
3. Mr. F. Mwalongo	Ass. Lecturer	4/6/2004	PHTS 2	3/2/2003	15/12/1975	
Qualifications according to scheme of service	Does s/he meet the required qualifications?		Recommendations/Remarks			
	No	Yes				
	Ph.D/Masters Degree preferably in the related field	x	He meets the required qualifications			
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training	x	He meets the required qualifications			
DIT	Electrical Eng Dept	Dr. Sostenes Karugaba		HoD Electrical Dept		
	Current position	Date of the Current position	Salary scale	Date of employment	Birth date	
1. Dr. R. Kiiza	Lecturer	1/4/2015	PHTS 3	15/11/2006	26/06/1975	
Qualifications according to scheme of service	Does s/he meet the required qualifications?		Recommendations/Remarks			
	No	Yes				

	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	He meets the required qualifications		
DIT		Electrical Eng Dept	Dr. Sostenes Karugaba		HoD Electrical Dept	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
2. Dr. G. Moshi		Lecturer		PHTS 3	1/12/2001	21/08/1981
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability		x	He meets the required qualifications		

	in the area of technical education and training					
DIT		Electrical Eng Dept	Dr. Sostenes Karugaba		HoD Electrical Dept	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
3. Mr. Epimack Michael Pius		Ass. Lecturer	4/6/2004	PHTS 2	1/7/2015	10/4/1984
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	• Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	• At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	He meets the required qualifications		
DIT		Admin	Dr. Georgia Rugumira		HoD ETE	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
1. Dr. Msumba J.		ILO/Lecturer		PHTS 3	15/12/2001	26/03/1969

Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	He meets the required qualifications		
DIT		Admin	Dr .Georgia Rugumira		HoD ETE	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
2. Dr. P. Pasha		Lecturer	1/4/2015	PHTS 3	1/12/2001	20/12/1974
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability		x	He meets the required qualifications		

	in the area of technical education and training					
DIT	Admin	Dr. Georgia Rugumira		HoD ETE		
Name of the staff	Current position	Date of the Current position	Salary scale	Date of employment	Birth date	
3. Dr. Asinta Manyele	Lecturer	1/11/2017	PHTS 3	2/6/2003	4/1/1967	
Qualifications according to scheme of service	Does s/he meet the required qualifications?		Recommendations/Remarks			
Ph.D/Masters Degree preferably in the related field		x	She meets the required qualifications			
At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	She meets the required qualifications			
DIT	GS	Dr Edwin Rutalebwa		HoD GS		
	Current position	Date of the Current position	Salary scale	Date of employment	Birth date	
1. Dr. A Mtafya	Lecturer	1/4/2015	PHTS 3	16/08/2001	8/10/1969	
Qualifications according to scheme of service	Does s/he meet the required qualifications?		Recommendations/Remarks			
	No	Yes				

	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	He meets the required qualifications		
DIT		Admin	Dr .Edwin Rutalebwa		HoD GS	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
2. Dr. E. Mtisi		Lecturer		PHTS 3	7/10/2004	25/2/1977
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical		x	He meets the required qualifications		

	education and training					
DIT		Admin	Dr. Georgia Rugumira		HoD ETE	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
3. T. Ngailo		Ass. Lecturer	4/6/2004	PHTS 2	1/7/2015	10/4/1984
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	• Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	• At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	He meets the required qualifications		
DIT		RP &PGS	Dr. Florence Mamboya		RESEARCH AND PUBLICATIONS (RPPGS)	
		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
1. Dr. R. Kiiza		Lecturer	1/4/2015	PHTS 3	15/11/2006	26/06/1975
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			

	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	He meets the required qualifications		
DIT		RP &PGS	Dr Florence Mamboya		HoD RP &PGS	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
2. Dr. J. Malisa		Lecturer		PHTS 3	15/10/2002	01/07/1972
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical		x	He meets the required qualifications		

	education and training					
DIT		RP &PGS	Dr Florence Mamboya		HoD RP &PGS	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
3. Dr. S. Mwalusepo		Lecturer	28/09/2017	PHTS 3	15/11/2006	12/27/1976
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	• Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	• At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	He meets the required qualifications		
DIT		ICB	Dr. Joseph Mkilania		INSTITUTE CONSULTANCY BBUREAU [ICB]	
		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
1. Mr.E. Munuo		Ass. Lecturer	28/9/2017	PHTS 2	10/1/2002	25/12/1970
Qualifications		Does s/he meet the		Recommendations/Remarks		

according to scheme of service		required qualifications?				
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	He meets the required qualifications		
DIT		ICB	Dr. Joseph Mkilania		ICB Manager	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
2. Dr. J. Malisa		Lecturer		PHTS 3	15/10/2002	01/07/1972
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability		x	He meets the required qualifications		

	in the area of technical education and training					
DIT		ICB	Dr. Joseph Mkilania		ICB Manager	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
3. Dr.S. Kimbi		Lecturer	28/09/2017	PHTS 3	4/5/2010	17/09/1975
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
• Ph.D/Masters Degree preferably in the related field • At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training			x	He meets the required qualifications		
			x	He meets the required qualifications		
DIT		ILO	Dr. John Msumba		Industrial Liaison Officer (ILO)	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
1. Dr. D.H. Kisanga		HoD CS/Lecturer	1/4/2016	PHTS 3	17/12/1992	31/07/1965
Qualifications according to		Does s/he meet the required qualifications?		Recommendations/Remarks		

scheme of service		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	He meets the required qualifications		
DIT		ILO	Dr. J. Msumba		ILO	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
2. Dr.F. Sanga		HoD ME/Lecturer	1/4/2016	PHTS 3	1/8/2007	11/4/1963
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability		x	He meets the required qualifications		

	in the area of technical education and training					
DIT		ILO	Dr. J. Msumba		ILO	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
3. Dr. Nsanganze A		Lecturer	1/11/2017	PHTS 3	1/7/2009	22/09/1973
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	• Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	• At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	He meets the required qualifications		
DIT		Mwanza Campus	Dr. Albert Mmari		Head Mwanza Campus	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
1. Mr.I. Mwangosi		Ass. Head MzC/Ass. Lecturer	1/1/2012	PHTS 2	1/1/2012	28/08/1978

Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	He meets the required qualifications		
DIT		Mwanza Campus	Dr. Albert Mmari		Head Mwanza Campus	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
2. Dr. P. Nsimama		HoD LT/Lecturer	01/07/2016	PHTS 4	1/8/2002	15/05/1962
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative		x	He meets the required qualifications		

	experience and capability in the area of technical education and training					
DIT		Mwanza Campus	Dr. Albert Mmari		Head Mwanza Campus	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
3. Dr. F. Sanga		HoD ME/Lecturer	1/11/2017	PHTS 3	31/8/2007	11/4/1963
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	• Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	• At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x			
DIT		AO	Mr. R. Nzumbi		Admission officer	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
1. Mr. L. Singoye		Admission Officer I	1/7/2015	PHTS 2	1/7/2015	28/06/1991
Qualifications		Does s/he meet the		Recommendations/Remarks		

according to scheme of service		required qualifications?				
		No	Yes			
• Ph.D/Masters Degree preferably in the related field			x	He meets the required qualifications		
	• At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	He meets the required qualifications		
DIT		AO	Mr. R. Nzumbi		Admission officer	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
2. Mr. E. Munuo		Ass. Lecturer	28/9/2017	PHTS 2	10/1/2002	25/12/1970
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
• Ph.D/Masters Degree preferably in the related field			x	He meets the required qualifications		
	• At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience		x	He meets the required qualifications		

	and capability in the area of technical education and training					
DIT		AO	Mr. R. Nzumbi		Admission officer	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
3. Ms. P. Mfaume		Ass. Lecturer	14/11/2006	PHTS 2	14/11/2006	25/02/1967
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	She meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	She meets the required qualifications		
DIT		EO	Prof. Leonia Henry		Examination officer	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
1. Dr. Fahamuel Mbaga		Lecturer	1/4/2016	PHTS 3	1/7/2004	4/6/1972
Qualifications according to		Does s/he meet the required qualifications?		Recommendations/Remarks		

scheme of service		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training		x	He meets the required qualifications		
DIT		EO	Prof. Leonia Henry		Examination officer	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
2. Dr. A. Mtafya		Lecturer		PHTS 3	16/08/2001	8/10/1969
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
	Ph.D/Masters Degree preferably in the related field		x	He meets the required qualifications		
	At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of		x	He meets the required qualifications		

	technical education and training					
DIT		EO	Prof. Leonia Henry		Examination officer	
Name of the staff		Current position	Date of the Current position	Salary scale	Date of employment	Birth date
3. Ms. T. Ngailo		Ass. Lecturer	1/4/2013	PHTS 2	1/9/2011	29/09/1976
Qualifications according to scheme of service		Does s/he meet the required qualifications?		Recommendations/Remarks		
		No	Yes			
- Ph.D/Masters Degree preferably in the related field - At least five (5) years teaching experience and must be a person with outstanding academic and administrative experience and capability in the area of technical education and training			x	She meets the required qualifications		
			x	She meets the required qualifications		

2.6 Skills and Knowledge Transfer

The identified successors shall work under supervision of the outgoing staff based on the defined roles and responsibility of the position. Strategies of knowledge and skill transfer shall involve self learning and learning under close supervision from the supervisor. The supervisor shall monitor the performance of the successors throughout the period of mentoring and finally propose on the suitability of them for the position.

NB: If in case to the end of the period of mentoring the supervisor finds no suitable candidate (in terms of qualification) to succeed him/her, the management of the Instituteshall follow the procedures to secure recruitment permit for the position.

TABLE [D]: STAFFING STATUS AND PLANS IN THE ACADEMIC DEPARTMENTS

DEPARTMENT	OUTGOING STAFF/DEFICIT	REASONS OF OUTGOING	EFFECTIVE DATE	SPECIALTY	PROMPT SUCCESSIONS	PLANS for RECRUITMENT
GS	Mr. G. Gumbwa (PI)	Retirement	Dec 2018	C/Skills	nil	-
	Dr. N. Mtega (SL)	Retirement	May 2018	Maths	nil	11
CS	S.Mwalembwe	Retirement	10/3/2022	Graphics/ visualization/computer systems /automation	V. Kanole D. Shija C. Ngirwa	2
	G. Lushaka	Retired/On contract	2015	Microprocessor	H.B. Mohamed K. Mwarami Dr. D. Simbeye	4
	N. Gregory (AL)	Resigned	2014		nil	1
	T. Magesa (AL)	Terminated	2015		nil	1
	Dr. B. Saanane (L)	Retired	2015		nil	1
	Dr. A. Kilimo (L)	Retired	2016		nil	1
	A. A.Ahmed (SI)	Retired	2015		nil	1
	D. Mwakyusa (PI)	Retired	2017		nil	1
	S. Kabingo (AL)	Retirement	May 2018		Dr. S.Karugaba Dr. G.G. Moshi Mr E. R. Mmary	nil
	Mr. T. Ndimba(L)	Retirement	Jan 2019		Mr A. Liwondo Mr J. F.	nil

					Mushi Ms. M. Juma	
	D. P. Msangi (SI)	Retirement	Feb. 2019	EE	P. Mkiramw eni (PI)	Retired/g ap
	Dr. C. Msigwa (L)	Contract	Dec. 2019		Dr. R.C. Kiiza Ms. H. Libani *****	nil
	Mr. P.L. Yacob (AL)	Contract	Dec. 2019		Mr M.M. John Ms. H. Libani Mr E. R. Mmary	nil
	A. H. Abel	Retirement	Sept. 2022		Dr. S.Karug aba Ms. M. Juma Mr. E. Michael	nil
ETE	M. Mburuma	Retirement/ contract	30/12/201 9		Mr. Mkiramw eni Mbazing wa	nil
	Margareth M. Kabadi	Retirement	30/06/202 0		Ms. Asha Mohame d	nil
	Nsatusile Nzowa	Retirement	12/03/202 3		Ms. Promota Haule	Nil
	Rowald Lihakanga	Study leave	25/04/201 8		None	1
	Athumani Mfinanga	Study leave	Sept 2018		none	1

	Emmanuel Kajange	Study leave	Sept 2018		none	1
LT	P. D. Nsimama (SL)	Retirement	15/05/2022**	Physics	Mr A. Makoba	
	Joseph Muhale (PI)	Retirement	01/07/2016	Physics	Mr K. Masasi	
	J. Assey (TA/AL)?	Retirement	30/05/2020	Physics	Mr V. Mwesiga	
	L. L. Mkiramweni (L)	Retirement	June 2017	Physics	Mr O. Lucas	
	Charles Malisa (AL)	Retirement	12/05/2023	Physics	Mr Rweyemamu	
	Mrs. C. Kimaro (L)	Retirement	02/08/2022	Chemistry	Mr Y. Chenya mbuga	
	Mr C. Momburi (AL)	Retirement	04/07/2020	Chemistry	none	1
	Mr. D. Ntissy (AL)	Retirement	26/05/2019	Chemistry	none	1
	Mr. P. Msangi (PI)	Retirement	2015	Physics	none	1
CE	Mr. G. Msengi (PI)	Death	Nov. 2015		none	1
	Dr. P. Mgaya (L)	Transferred	Jan 2016		Dr A Thomas Dr J. Malisa Dr A. Oberlin Dr S. Kassim	-
	Daud Singo (AL)	End contract	August 2017		Mr J. Kato	1

Mr. E. Mwansele(I)	Retirement	Nov. 2016		none	1
Dr S. Rwandallah(L)	Retirement	Jun 2017		none	1
Mr. N. Ngowi (I)	End contract	August 2017		none	1
Mr. B. Massangya (AL)	Retirement	October 2017		1. Mr J. Chacha 2. Mr W. Shio	-
Mr. B. Chale (I)	Retirement	October 2017		1. Mr P. Njovu	-
Mr. Msulwa (I)	Retirement	Dec 2017		none	1
Mr. Ambogo (CI)	Retirement	Jun 2018		1. P. Njovu 2. B. Mvuoni	-
Dr. M. Ntiyakunze (L)	Retirement	August 2019		1. Dr A. Thomas 2. Dr. J. Malisa 3. Dr. S. Khassim	-
Dr. A. Oberlin (SL)	Retirement	Jun 2020		1. Dr A. Thomas 2. Dr. J. Malisa 3. Dr. S. Khassim	
Mr. B. Mvuoni (PI)	Retirement	October, 2020		P. Njovu	
QS. A. Ndibalema (AL)	Retirement	Dec 2022		none-	1

ME	Prof. C. Nyahumwa (Ass. Prof.)	Retirement	April 2018		none	1
	Dr. N. Kaena	Death	2017		none	1
	Dr. C. Mgonja	Retirement	8/2/2022		none	1
	Dr. F. Utou	Retirement	9/10/2021		none	1
	Mr M. Kiluswa	Retirement	04/12/2020		none	1
	Mr. E. Kinyawa	Retirement	31/12/2018		none	1
	Mr. R. Nzumbi	Retirement			none	1
	Mr. F.M Sanga	Retirement	11/04/2023		1. Dr Kivugo 2.Dr. Nyari	
	Mr. D. Mbunga	End contract	3/5/2023		none	1
	Dr. J. Mkilania	Retirement	24/5/2018		none	1
	Dr. C. Kilele	Retirement	20/12/2020		none	1
	Dr. J. Malifedha	Retirement	2020		none	1
	Mr. R. Nankokonumbi	Retirement	25/07/2018		none	1
	Mr. F. Mubamba	Retirement	2018		none	1
	Mr. J. Bwire	Retirement	15/03/2023		none	1
	Mr. Y. Msigala	Retirement	24/12/2019		none	1
	Mr. S. Mgungo	Retirement /Part time	22/07/2012		none	1

	Mr. A Katani	Retirement	02/08/2023		none	1
	Mr. S. Kanuth	Retirement	25/12/2021		none	1
	Mr. N. Mkude	Retirement /Part time	26/05/2012		none	1
	Mr. L. Namweram	Retirement /Part time	30/06/2011		none	1
	Mr. H. Abdalla	Retirement	05/05/2019		none	1
	Mr. P. Ambogo	Death	2017		none	1

TABLE 2D: STAFFING STATUS FOR ESTATES DEPARTMENT

OUTGOING STAFF/ DEFICIT	REASONS OF OUTGOING	EFFECTIVE DATE	SPECIALITY	PROMINENT SUCCESSORS	PLANS FOR RECRUITMENT
DIT MAIN CAMPUS					
Zaina M. Mbwambo	Retirement	2026	Quantity Surveyor (Estate Manager)	Osward Nyanda Winston Kachema	-
Osward Nyanda	Retirement	2045	Quantity Surveyor (Maintenance)	Nil	1
Estate officer	-	-	Project Management	-	2
Winston Kachema	Retirement	2044	Property and Facilities Management	Nil	1
Juliana	Retirement	2046	Plumbing	Nil	3

Mapunda	nt				
Bruno P. Munishi	Retirement	2040	Masonry	Nil	3
Martin Tulumbe	Retirement	2035	Air Conditioning	Nil	3
David Mlimbila	Retirement	2032	Painting	Nil	2
Renatus M. Kayanda	Retirement	2053	Welding	Nil	2
Hassan Chunga	Retirement	2038	Carpentry	Nil	2
Joel S. Mjema	Contract	2033	Carpentry	Nil	2
Mwasangala Mikidadi	Retirement	2045	Electrician	Nil	2
Agnes Komba	Retirement	2041	Electrician	Nil	2
Rajabu S. Mwinyimvua	Retirement	2026	Attendant (Electrical)	Nil	2
Mwasigwa Sindikizeni	Retirement	2022	Attendant (Plumbing)	Nil	2
Ramadhani Mtai	Contract		Sewage Cleaning	Nil	2
Gerald George	Contract		Sewage Cleaning	Nil	1
Attendant for artisans (Unskilled labour)	-	-	Unskilled labour	Nil	5
DIT MWANZA CAMPUS					
Doris Ngogo	Retirement		Quantity Surveyor (Maintenance)	Nil	1
Estate Officer	-	-	Facility Management	Nil	1

TABLE 3D: STAFFING STATUS FOR FINANCE DEPARTMENT

S/N	POSITION	PROPOSED NAME TO THE POSITION
1.	PRINCIPAL ACCOUNTANT I	1. Stephen Nginga
		2. Magdalena Oforo
		3. John Kwiyoleda
2.	PRINCIPAL ACCOUNTANT II	1. Magdalena Oforo
		2. John Kwiyoleda
		3. NA
3.	SENIOR ACCOUNTANT I	1. Magdalena Oforo
		2. John Kwiyoleda
		3. NA
4.	SENIOR ACCOUNTANT II	1. Kudra Bitesigirwe
		2. Julius Nyange
		3. Stephen Kalonge
5.	ACCOUNTANT I	1. Helen Mbise
		2. Salimu Omari
		3. Agnes Thomas
6.	ACCOUNTANT II	1. Nasra Othman
		2. NA
		3. NA
7.	ASSISTANT ACCOUNTANT I	1. Catherine Peter
		2. Elton Mhamilawa
		3. NA
8.	ASSISTANT ACCOUNTANT II	1. NA
		2. NA
		3. NA

NA: means Not Available, left for recruitment considerations

TABLE (E): RECRUITMENT PROJECTION PLANS FOR THE DEPARTMENTS (2018-2023)

Dept	S. Lecture rs	Lecture rs	Ass. Lecture rs	T A	Artesa ns	Technicia ns	Instructo rs	TOTAL
ME	6	18	00	36	20	10	00	90
CE	2	15	00	20	22	12	00	71
LT	00	8	12	12	00	08	06	46
EE	06	12	08	08	10	04	00	48
CS	02	04	08	04	00	04	04	26
ETE	00	00	05	02	00	00	08	15
GS	00	3	5	5	00	00	00	13
Mwanza Campus								25
Myunga campus								38
Estates								11**
Accounts								8**
HRM								1
TOTAL	16	60	38	85	52	38	18	307
Corrected as per table G below	16	45	27	85	52	38	18	281

**** As shown in the separate tables 2D and 3D**

TABLE (F): STAFF RESUMING FROM STUDIES (PROJECTION)

DEPARTMENT	NAME OF RETURNING STAFF	Lecturers/Returning date	Ass. Lecturers/Returning date
MECHANICAL	NIL	NIL	NIL
CIVIL	Annasai Mathew Barabara		Sept. 2019
SCIENCE & LAB TECHNOLOGY	Zavuga Rumisha Zuberi		Jan, 2019
	Kilaza Samson Mwaikono	Feb, 2018	
	Mwanaisha Mkangara	March, 2020	
	Latifa Juma Salehe		Oct, 2019
ELECTRICAL	Ramadhani S. Mpanda (ETE-BEE)		Aug, 2018**
	Elifuraha Reuben Mmari		Oct, 2018
	Mwaka Ismail Juma		10/1/2019
	Solomoni Stephano Wilbard		Feb, 2019
	Bruno B. Sonzogo (ICT-BEE)		Oct, 2020*
COMPUTER	Hosea D. Shimwela	Aug. 2019	
	Gaudence S. Tesha	Aug. 2019	
	Stephen M. Wambura	Aug. 2019	
	Ashery C. Mbilinyi	Sept. 2021	
	Hillary Frank Msechu		Nov. 2018
	Edgar Theonest Bebwa (ICT – CS)	Oct, 2021*	
ELECTRONICS & TELECOMMUNICATIONS	Mbazingwa E. Mkiramweni	Aug, 2019	
	John N. Bakunda (ETE-EE)		Oct 2018*
	Promota Haule	Nov, 2019	
	Nofati Ignasi Ngulwa		Oct, 2018
	Boniphace Elphace Magina	Oct, 2021	
GENERAL STUDIES	Upendo P. Mwinuka	Nov 2019	
	Felix Elias Kanza	Nov, 2020	
	Simon K Ndawia	Nov, 2019	
	Binagi D. Rioba	Nov, 2019	
	Anne M. Mnabe	Nov, 2019	
TOTAL		15	11

*. ICT to COMPUTER

**. ETE to BEE

CHAPTER THREE

MONITORING AND EVALUATION

3.1 Monitoring and Implementation

Monitoring is a step by step follow up of the implementation of the plan by evaluating the proper utilization of resources. Evaluation is the assessment of achievement of the desired goals in the planned course of time as per the implementation plan. This chapter explains the processes of monitoring and evaluation at each step of the succession plan. Effective monitoring and evaluation shall ensure the following:

- i. Steering and adjusting current programmes in the entire succession plan
- ii. Learning more about what works and what does not in the entire succession plan
- iii. Verification and close follow up on the use of resources and achieved output based on the plans of succession of powers

The main indicators in the monitoring and evaluation are the number of unfilled gaps/vacancies in the critical positions, number of positions still holding part time/contract employees and timely planning for recruitment and budgets.

The effective implementation of the succession plan of DIT requires the planning unit to dedicate focal staff/committee to oversee the monitoring and evaluation activities to ensure successful and sustainability of the plan. The committee shall be responsible to report on the monitoring and evaluation of the succession plans semesterwise (6 months). The report shall be discussed in the institute management meeting and hence recommend to the higher authorities on the matter related to staffing of the institute at different positions. Monitoring and evaluation of succession plan of DIT for five years (2018-2023) is as outlined in the table below.

TABLE G: MONITORING AND EVALUATION PLAN				
Activity	Assessment indicators	Source of Information	Means of data Collection	Time for data collection
1.Preparation of succession Plan	To have in place power succession plan yearly	Available performance reports of the Institute (semi & annual performance reports)	Reviewing the performance reports and interviewing the staff holding the critical positions of the Institute.	At every 6 th month of financial year
1. Constitution of monitoring and evaluation committee of the succession plan	Availability of list of staff at critical positions that can qualify for the committee.	Available performance reports of the Institute (semi & annual performance reports)	Reviewing the performance reports and interviewing the staff responsible with succession in the Institute (The Human Resource manager)	At every 6 th month of financial year
3. Capacity building to the identified successors	Availability of sufficient number of successors with required capacity	Available performance reports of the Institute (semi & annual performance reports)	Reviewing the performance reports and interviewing the staff responsible with succession in the Institute (The Human	At every 6 th month of financial year

			Resource manager)	
1. Submission of implementation strategies of the succession plan to the Institute management for deliberation and decision making on the recruitment plans of the institute.	Availability of DIT succession plan in place	Report on the implementation of succession Plan in place.	Reviewing the performance reports and interviewing the staff responsible with succession plan implementation in the Institute (The Planning Officer)	At every 6 th month of financial year

3.2 Main Actors In The Implimentation Process

The main actors in the implementation of the succession plan at DIT are the planning manager and HR manager while the DIT Principal remains the main overseer of the successful implementation of the plan. Planning and HR managers shall receive and scrutinize the succession reports from all departments concerning their sections to establish the gaps that require recruitment as well as projecting on the financial requirements. Furthermore, carry out evaluation of the implementation of the succession plan and finally submit a report to the management on the forecasted requirements for recruitments, recategorizations etc.

3.3. Review of the Succession Plan

It is proposed to have a mini review of the plan in every six months for monitoring and evaluation. However, major review is proposed be done annually to evaluate the number of staff that leave the positions vacant especially the critical positions.

CHAPTER FOUR

CONCLUSION AND RECOMMENDATIONS

2.1 Conclusion

This succession plan shall mark an essential component in the institute (DIT) as it gives a direction on the plans of the institution in succession of powers along the critical positions as well as less critical positions. It is through this plan that the institute can forecast the gaps to be created by the outgoing staff and hence put plans in place on prompt successors available, timely transferring of knowledge, and hence implementing the succession plan in a positive way. This shall further reduce the problem of the institute to rely more on the part time staff as well as contract based staff who are less reliable in this matter jeopardizing the achievement of the intended vision and mission.

The institute shall have a habit of revising its succession plan yearly to ensure that the staff that are due for leaving are identified in time and hence successors are well prepared or employed and the transfer of knowledge be done before the staff leaves. It should be noted also that there are different ways that staff can leave a gap in the critical position such as death, new appointment, resignation etc; however, this succession plan could be certain only with the retirement of the staff or ending contact.

In building capacity to successors, the following ways are considered:

- i) The outgoing staff to involve the identified successors in matters requiring decision making related to their positions
- ii) Prepare training programs to acquaint them with the relevant powers to hold such positions
- iii) Allow them to assume roles related to such positions so as to build their capacities which will enable them to learn the common challenges and build creativity of solving them

In each position, successors were proposed based on the required basic qualifications for the respective positions. At least three successors were proposed in each position. Apparently, some of position could not find three successors and therefore were left for recruitment. It should be noted also that the staff identified as a prominent successor in a position and also mentored to succeed the position does not warrant him/her to claim that he/she must be awarded such position.

As per the succession plan, at least three (3) staff can be earmarked as true successors where as the management concerned can see who is more reliable to be mentored or all can be mentored while preference depends on the competitive performance of the individual.

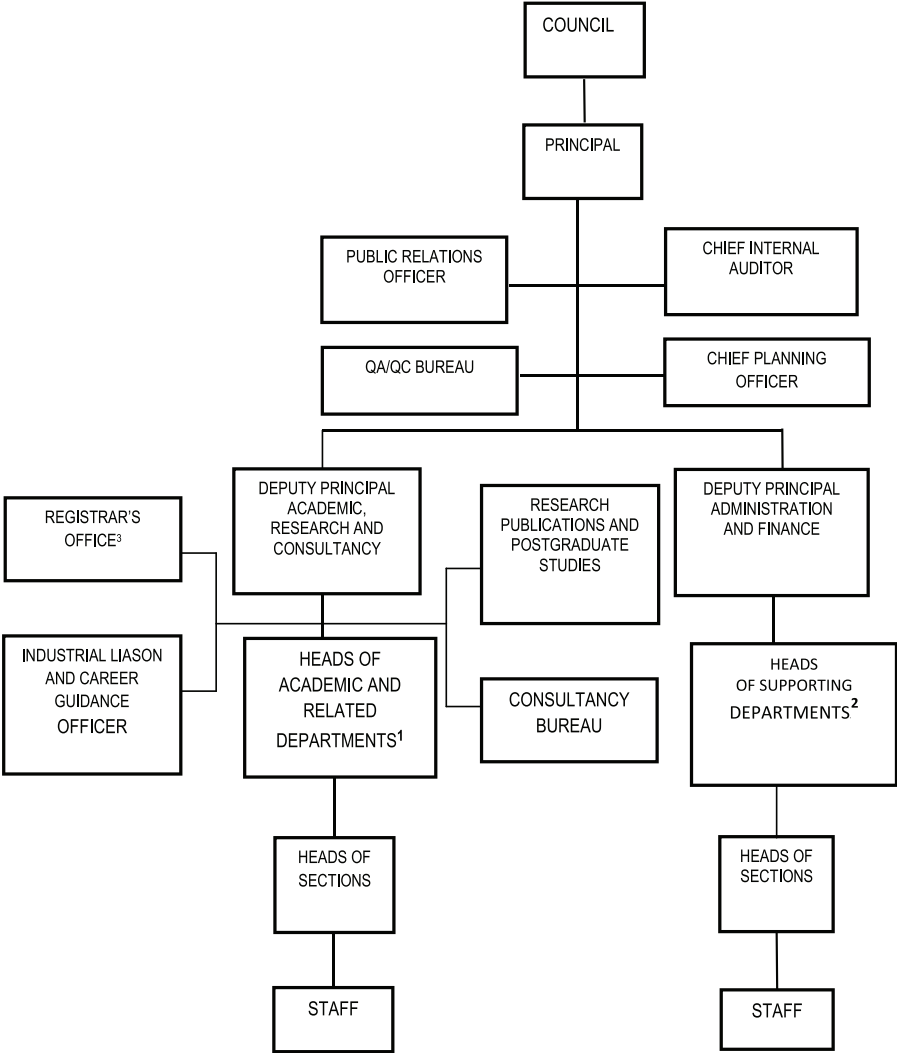
2.2 Recommendations

The effective implimentation of this succession plan shall be a key drive in the foreseeing the success of the government Institutions interms of achieving the expected goals and objectives. The Institute shall be required to have a team inplace that shall foresee the prompt implimentation of the plan by identifying the critical positions and qualifications. The team shall map the roles with qualifications and hence the human resource planning and management. This shall ensure smooth running of institutions with well planned roles and human resource as reflected in the overall performance.

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APPENDIX 1: ORGANISATION STRUTURE OF DIT



APPENDIX 2: DIT STAFF ON STUDIES

MATRIX A - LIST OF ACADEMIC STAFF ON TRAINING							
No	NAME	DEPARTMENT	DESIGNATION	COURSE	SPONSORSHIP	STARTING DATE	COMPLETION DATE
1	Hosea Denson Shimwela	Computer Studies	Assistant Lecturer	PhD- International IT Policy	Korean Government	Sept, 2016	Aug, 2019
2	Gaudence S. Tesha	Computer Studies	Assistant Lecturer	PhD- Information & Communication Eng.	Chinese GVT	Sept, 2016	Aug, 2019
3	Mbazingwa E. Mkiramweni	ETE	Assistant Lecturer	PhD- Information & Communication Eng.	Chinese GVT	Sept, 2016	Aug, 2019
4	Stephen M. Wambura	Computer studies	Assistant Lecturer	PhD- In Computer Science & Technology	Chinese GVT	Sept, 2016	Aug, 2019
5	Ramadhani S. Mpanda	ETE	Instructor II	Masters in Biomedical Engineering	Chinese GVT	Sept, 2016	Aug, 2018
6	Upendo P. Mwinuka	General Studies	Assistant Lecturer	PhD- Entrepreneurship	TMT-UK	Oct, 2016	Nov, 2019
7	John N. Bakunda	ETE	Instructor II	Master of Engineering in Electrical	Surenee University of Technology Thailand	Nov, 2016	Oct, 2018

8	Elifuraha Reuben Mmari	Electrical	Tutorial Assistant	Master of Engineering in Electrical	Surenee University of Technology Thailand	Nov, 2016	Oct, 2018
9	Promota Haule	ETE	Assistant Lecturer	PhD in Telecommunication Engineering	HESLB	Oct, 2016	Nov, 2019
10	Felix Elias Kanza	General Studies	Assistant Lecturer	PhD in Mathematics	HESLB	Oct, 2016	Nov, 2020
11	Simon K Ndawia	General Studies	Assistant Lecturer	PhD in Linguistics	HESLB	Oct, 2016	Nov, 2019
12	Nofati Ignasi Ngulwa	ETE	Tutorial Assistant	Masters in Nanotechnologies and Microsystem Techniligy	Trussian Federation Government	Nov, 2016	Oct, 2018
13	Binagi D. Rioba	General Studies	Assistant Lecturer	PhD in Linguistics	HESLB	Oct, 2016	Nov, 2019
14	Anne Mhabe	General Studies	Assistant Lecturer	PhD in Statistics	HESLB	Oct, 2016	Nov, 2019
15	Mwaka Ismail Juma	Electrical	Assistant Lecturer	PhD in Electrical - Renewable Energy	The Royal Society - DFID	October 2016	Oct-19
16	Zavuga Rumisha Zuberi	Science and Laboratory Technology	Tutorial Assistant	MSc. Life Science (Health and Biomedical)	HESLB	Jan, 2017	Jan, 2019

17	Kilaza Samson Mwaikono	Science and Laboratory Technology	Lecturer	Post Doctorial Studies in Bio-informatics	Fellowship	Feb, 2017	Feb, 2018
18	Mwanaisha Mkangara	Science and Laboratory Technology	Assistant Lecturer	PhD in Life Science and Engineering	African Development Bank - AFDB	March, 2017	March, 2020
19	Solomoni Stephano Wilbard	Science and Laboratory Technology	Tutorial Assistant	MSc. Life Science (Health and Biomedical)	African Development Bank - AFDB	Feb, 2017	Feb, 2019
20	Hillary Frank Msechu	Computer Studies	Senior Instructor	Masters in Computational Science and Engineering.	DIT	Nov, 2016	Nov, 2018
21	Annasai Mathew Barabara	Civil Engineering	Workshop Technician	MSc.in Sustainable Energy Management System	NUFFIC	Sept, 2017	Sept. 2019
22	Boniphace Elphace Magina	ETE	Assistant Lecturer	PhD in Photonics and Electronics.	Surenee University of Technology Thailand	Oct, 2017	Oct, 2021
23	Edgar Theonest Bebwa	ICT	Instructor II	PhD in Software Engineering.	Chinese GVT	August, 2017	Oct, 2021

24	Ashery C. Mbilinyi	Computer Studies	Assistant Lecturer	PhD in Computer Science	Swiss Scholarship Council	Sept. 2017	Sept. 2021
25	Bruno B. Sonzogo	ICT	Computer Technician	Masters Degree in Biomedical Engineering	Chinese GVT	Oct, 2017	Oct, 2020
26	Latifa Juma Salehe	Science and Laboratory Technology	Tutorial Assistant	Masters in Traditional Medicine Development	DAAD	Oct, 2017	Oct, 2019

APPENDIX 3: THE HUMAN RESOURCE AND ADMINISTRATION DEPARTMENT SUCCESSION PLAN

- | | |
|---|------------------|
| 1. Sebastian Ndahani Inoshi | HRAM |
| i) Alice A. Mwasyoge | PHRAO |
| ii) Lilian J. Mwiligwa | SHRAO I |
| iii) Godfrey L. Sombi | HRAO I |
|
2. Alice A. Mwasyoge |
PHRAO |
| i) Julieth Lyamuya | SHRAO I |
| ii) Lilian J. Mwiligwa | SHRAO II |
| iii) Godfrey L. Sombi | HRAO I |
|
3. Juliet Lyamuya |
SHRAO I |
| i) Godfrey L. Sombi | HRAO I |
| ii) Godfrey M. Mwema | HRAO I |
| iii) Ritha D. Kimaro | HRAO II |
|
4. Ritha D. Kimaro |
HRAO II |
| i) Recruitment | |
|
5. Office Supervisor (Records) | |
| i) Zahoro Mzee Majala | RMA |
| ii) Judica Maro | RMA |
| iii) Martha Mushi | RMA |

APPENDIX 4: The projected human resource requirement in the next five years per academic departments

S/N	Department	Current requireme nt/current available staff	Planned new Employment slots for the academic staff as related to planned expansion and anticipated students increased enrolment			
		2016/2017	2017/18	2018/19	2019/20	2020/21
1	Science and Laboratory Technology	41/33	3	3	3	3
2	Electrical Engineering	59/25	12	15	12	10
3	Electronics and Telecommunication Eng	45/24	5	9	11	8
4	Civil Eng	42/29	10	5	5	5
5	Computer Studies	42/34	3	4	4	5
6	Mechanical Engineering	50/39	10	10	10	10
7	General studies Dept	42/34	8	12	10	13
8	Mwanza Campus	7/15	5	6	6	8
9	Myunga Campus	1/5	4	8	12	14
TOTAL		329/228	60	72	73	76

