DAR ES SALAAM INSTITUTE OF TECHNOLOGY

INSTITUTE CONSULTANCY BUREAU: POLICY, PROCEDURES, TERMS, AND CONDITIONS

September 2017

Table of Contents

Preamble

The core functions of the Dar es Salaam Institute of Technology are teaching, research and consultancy as well as services to the community. Key resources in these functions are human resources, tools/equipment and information. The resources have to be managed well for maximized effectiveness and efficiency. The Dar es Salaam Institute of Technology over the years of its existence and that of its predecessor, the Dar es Salaam Technical College, has developed professional experienced personnel in various fields of engineering and related fields; has well- trained human resources whose number is continuously increasing, has acquired scientific and technical capabilities needed for development projects, innovation, consultancy and provision of expert services. Recognizing these potentials, strengths and the prevailing situation, the Institute considered it necessary to establish an entity to coordinate the related activities. Consequently, the Dar Es Salaam Institute of Technology, Research and Consultancy Bureau (DIT-RCB) was established in 2000 with the prime objective of coordinating research and consultancy activities at DIT. Since its establishment, there has been a gradual increase in research and consultancy activities. In 2006 the coordination and administration of research and consultancy services were separated to enable the two activities grow. It was envisaged that the Institute Consultancy Bureau (ICB) shall facilitate such growth by providing efficient and effective coordination using guidelines stipulated in the ICB Policy of 2007. It was necessary to review the ICB policy 5 years after it became effective. This reviewed ICB Policy 2017 done 10 years after the first policy builds on the foundations of its predecessor.

DIT-ICB Policy (2017) aims at ensuring dynamism, coordination, control, quality assurance and specific performance in the management of consultancy services. All members of staff engaged in consultancy activities are expected to acquaint themselves with this policy and implement it as required in co-operation with the DIT-ICB coordinators for the achievement of better DIT's consultancy services undertakings.

1.0 INTRODUCTION

1.1 The General Perspective of DIT-ICB

The Dar es Salaam Institute of Technology (DIT) like any other institution of higher learning throughout the world has three basic functions:

i. To transmit the accumulated body of knowledge to the community through teaching;
ii. To generate new knowledge, and to advance frontiers of knowledge through scholarly research;
iii. To offer consultancy services to the Government, the local and international community, and to the private sector of the economy.

DIT has well-trained human resources; scientific and technical capability, and other facilities which together can be utilized for research, consultancy and services. In order to recognize these functions taking into account the situation at DIT, the Institute established a department to handle research and publication and the DIT-Consultancy Bureau (ICB) to handle the rest.

1.2 Scope and Jurisdictions

1.2.1 Jurisdictions

i. ICB is essentially a non-profit making consultancy organization established in DIT that shall be a central unit to handle on behalf of DIT staff all commercial activities of the Institute with the exception of training programmes where those attending are awarded qualifying certificate of the Institute for which accreditation is necessary.
ii. ICB shall be a self-financing independent entity within the Institute, owned and run by the Institute with high degree of autonomy guided by policy and procedures approved by the Institute.
iii. ICB shall operate commercially.
iv. Any staff member of the Institute shall automatically be member and stakeholder of ICB. Activities executed by ICB shall be those done by DIT staff members.

1.2.2 The Scope of Coordination

ICB Coordination will include but not be limited to:

i) Engineering consultancy services;
ii) Professional engineering services which include machine production
iii) Teaching training and individual consultancy;
iv) Continuous Professional Development (CPD) Programmes
v) Renting of DIT facilities;
vi) Any other SERVICES that the Institute shall deem fit in the interest of increasing efficiency and effectiveness in any revenue generation activity in a business-like manner at all times by ensuring that operational costs are minimized while maximizing output.

1.2.3 Definitions

1.2.3.1 Consultancy Services

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

1.2.3.2 Services

Services on the other hand are routine activities that require professional experience and facilities to accomplish, like testing and producing parts. For example, developing a prototype (zero series) for a production process is consultancy while its duplication is service; short courses where attendants are awarded "certificates of attendance" only. Attendees of such courses shall not be subjected to examination.

1.2.4 Other Responsibilities

The ICB in maintaining its coordination role for services offered by the Institute shall

I. Facilitate, solicit and look for jobs, register them;
II. Assign, monitor, receive and disburse funds to staff on behalf of the Institute;

III. Liaise with client and enter into contract with them on behalf of the Institute;
IV. Be the responsible to institute and manage quality assurance measures for all services provided by the ICB to industry and the society;
V. Serve as DIT management arm for reaching and providing services to the society.

1.3 Objectives

1.3.1 General Objective

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

1.3.2 Specific Objectives

The specific objectives of the ICB shall be to:

i) Promote and administer the implementation of consultancy policies and procedures for all commercial activities in the Institute that fall under its jurisdiction
ii) Enable the Institute generate funds to subsidise grants from the government and other donors for the Institute to meet its financial needs
iii) Enable the staff in DIT to supplement their income thus enhancing staff retention
iv) Optimize the use of DIT expertise and resources to solve societal engineering, technology and related problems
v) Provide means for academic and other DIT staff to gain professional experience that shall be transferred to students and thereby improve quality of outputs
vi) Make available DIT training facilities to the general public through short term and medium term courses for the purpose of ensuring that engineers keep abreast with the rapidly advancing technology
vii) Acquire knowledge on new developments and needs in the trade and adjust curriculum accordingly

viii) Establish and offer regular professional development programmes for the advancement of local engineering personnel in the industry
ix) Provide expert technical support to existing industrial operations and to facilitate developments of new industries
x) Facilitate establishment and enhancement of contacts and relations between DIT staff and industries
xi) Provide a platform through which DIT staff can transfer their knowledge and skills to industry, and
xii) Assist DIT staff to develop competencies in soliciting for jobs and in preparing winning proposals for consultancies and services

2.0 ORGANISATION AND FUNCTIONS OF ICB

To be able to achieve its objectives, the DIT-ICB shall have

i. A Manager who will be assisted by ICB secretariat (i.e. staff employed by the ICB)
ii. Project Team Leaders
iii. Departmental consultancy and services coordinators
iv. There shall also be an Advisory Committee to advice the ICB Manager and the ICB Board appointed by the Institute to oversee operation of ICB on behalf of DIT.

2.1 Organization Structure

The organization structure of ICB shall be as shown in figure. 2.1.

I. The structure shows how the different organs/units of the Institute are linked to ICB. Only the boxes shaded in gray shall be fulltime employees of the ICB, i.e. the Manager, Accountant, Secretary and Messenger/Driver.

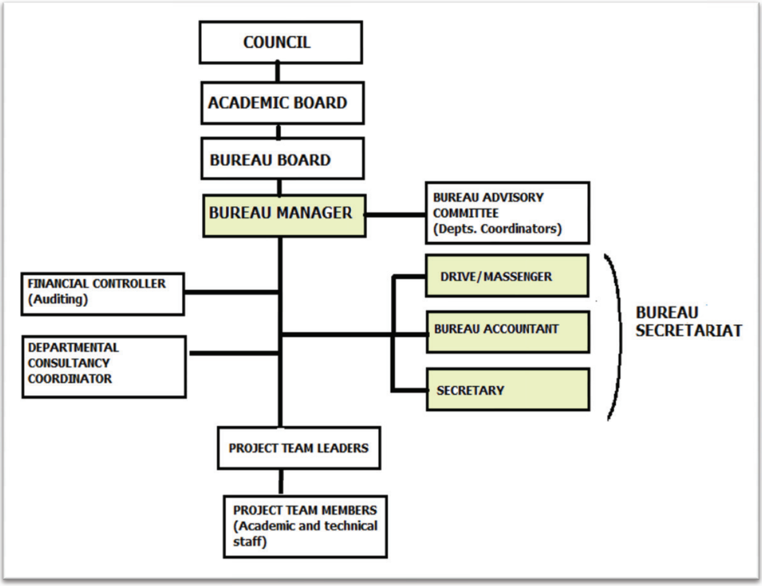

Figure 2.1: Organization Structure of ICB

2.2 The Principal Functions of the ICB Manager

The Functions of the ICB Manager shall be all what is necessary to realize the specific objectives of the ICB. They shall mainly be to:

i) Coordinate and administer Institute activities regarding consultancy, expert professional services to industry, and continuing education for practicing engineers and professionals in the related fields (CPD)
ii) Promote institutional analysis and decision to support the Institute Management on consultancy, professional services and professional development matters
iii) Be a chief accounting officer of all financial transactions of the ICB
iv) Administer routine activities, address strategic issues, and promote ICB activities
v) Work to secure many, large, and long-term jobs as well as to realize partners for joint biding

vi) Lobby for being among those short-listed for invitation for tender and to ensure that ICB wins tenders
vii) Draw a five-year strategic plan with the assistance of the ICB Advisory Committee and advice from ICB Board for approval, and
viii) Prepare annual plans for the ICB with the assistance of the ICB Advisory Committee.

2.2.1 Qualifications of the ICB Manager

The ICB Manager shall be:
i) An academic staff member of a rank of Lecturer and above
ii) Active in teaching, research, and in the provisional consultancy or services with at least five years of proven professional and/or managerial experience
iii) Knowledgeable extensively and experienced in the Institute systems
iv) Capable of undertaking negotiations, mobilizing projects, developing contacts successfully
v) A person of good public relations (PR).

2.2.2 Performance Indicators for ICB Manager

The indicators to be used to gauge the performance of the ICB Manager shall be as follows:
i. Consultancy, expert professional services and continuous professional development programmes of the Institute effectively coordinated and administered to ensure high customer satisfaction. This aspect includes proper effective tendering, rationalizing activities for increased income, market orientation, quality control, and good public relations;
ii. Existence of comprehensive and sound policies, strategies, plans and programmes for Institute activities relevant to national needs in consultancy and services, continuing education for practicing engineers and professionals in related fields, to optimize the use of available resources;
iii. Effectiveness and integrity in implementing financial controls efficiently in line with set regulations and procedures;

iv. Number of consultancy contracts solicited for the Institute;
v. Regular quality and up-to-date reports prepared, submitted and approved by relevant organs in the Institute.

2.3 Duties and Responsibilities of the ICB Secretary

The ICB Secretary shall:

i. At all times when in office or otherwise act and behave professionally in accordance with secretarial professional code of conduct
ii. Ensure high quality word processing, proof-reading and editing to ensure correspondence and reports are accurate and conform to established ICB procedures.

2.3.1 Qualifications of ICB Secretary

The ICB Secretary shall have the following qualifications:
i) Must be Form IV or Form VI with proven secretarial and office management skills
ii) Should have capacity to adopt to new working tools
iii) Should be of good character coupled with good public relations
iv) Must have good command of Swahili and English, both written and spoken
v) Must be computer literate and proficient in shorthand and type-writing
vi) Should have mature judgment, abilities to work flexibly with minimum supervision
vii) Must be conversant with professional ethics and practices for secretarial personnel
viii) Must be capable of taking personal initiatives, and resourceful and able to work under pressure
ix) Schedule appointment/meetings both internal and external as shall be requested by the Manager
x) Make travel arrangements for Manager and perform liaison duties with other units

xi) Receive visitors, receive and place telephone calls and take accurate message
xii) Maintain up-to-date files, and distribute correspondences
xiii) Maintain current database with telephone numbers of key stakeholders
xiv) Undertake any other ICB duty assigned to him/her by the ICB Manager.

2.4 Duties and Responsibilities for the ICB Accountant

i. The ICB Accountant shall perform the duties of cashier and accountant as follows:.
   a. The ICB secretary may assist the accountant in the duties of a cashier when need arises
   b. In any case, the accountant shall remain responsible for the actions of the ICB secretary as a cashier
ii. The accountant will be responsible for the ICB's accounts. Specifically, he/she will be required to:
   a. Oversee the accounts of ICB;
   b. Oversee receipt of and payment made by account staff under him/her;
   c. Prepare ICB budget proposal;
   d. Keep books of accounts, records and makes bank reconciliation;
   e. Digitize all accounts data of the ICB at the instance of transactions;
   f. Prepare timely financial statements for the projects;
   g. Supervise and administer all staff in accounts department
   h. Prepare accounts books/documents for auditing; and
   i. Perform any other duties as may be assigned to him/her by the ICB Manager.

2.4.1 Qualifications for the ICB Accountant

The ICB Accountant shall have the following minimum qualifications:

i) He/she shall be a certified accountant registered with NBAA, with a minimum of five years of proven working experience
ii) He/she should be a person of high integrity
iii) Must be computer literate and competent in the use of computerized accounting packages
iv) Must have good command of Swahili and English, both written and spoken
v) Should be of good character coupled with good public relations
vi) Must be capable of taking personal initiatives, and resourceful and able to work under pressure

2.5 Duties and Responsibilities of Driver cum Messenger

The Driver cum Messenger shall be responsible for:

i) All duties of a driver

ii) All duties of messenger, and

iii) Undertake any other duties in the ICB office as shall be assigned to him/her by the Manager.

2.5.1 Qualifications of the Driver cum Messenger

Driver cum Messenger is required to have the following minimum qualifications:

i) Must be a Form IV or VI
ii) Must have good manners, pleasant character and is trustworthy
iii) Must have class C driving license and experienced driver, and
iv) Must be trainable and self-motivated.

2.6 Responsibilities of ICB Advisory Committee

In order for the ICB to work efficiently and effectively as well as portray a good image of the Institute in rendering consultancy and services to the public, ICB Advisory Committee shall be required to:

i. Advise the Manager on all matters related to the running of the ICB
ii. Discuss and advise the Manager on the introduction of new or the amendments procedures or policies of the ICB before being taken to the Board for consideration
iii. Act as a regulating body in selecting consultants and in assigning large and or/long term projects to Institute units;
iv. Participate in drawing annual and 5 year strategic plans for the ICB and discuss then for onwards submission to the ICB Board
v. Play the role of Finance Committee of ICB
vi. Assist the ICB Manager to set realistic performance targets for all long term projects
vii. Undertake quarterly review of all large and/or long term projects and where appropriate make recommendations to ICB Board on action to be taken to safeguard the interest of the Institute
viii. Assist the ICB Manager to identify leaders of long term projects for ICB Board approval
ix. Assist in assessment of CPD proposals
x. Provide information regularly to different Departments/Units
xi. Provide link between Departments and ICB.

2.7 Meetings

2.7.1 Advisory Committee Meetings

The ICB Advisory Committee shall meet once every three months, but the Manager may from time to time make consultations with individual members as the situation may demand

2.7.2 Board Meetings

The ICB Board shall meet once every four months. The chairperson of the Board may call for an emergency Board meeting if need for doing so arises.

2.8 Appointment Procedures

2.8.1 ICB Board

ICB Board shall comprise the following members:

i) DPARC - Chairperson
ii) Manager ICB - Secretary
iii) 4 active consultants recommended by Departments to represent them and approved by the Institute Academic Board, and
iv) 4 members from industry recommended by Departments to represent them and approved by the Institute Academic Board.

2.8.1.1 Board Matters

i) All matters going to ICB Board must be submitted from the ICB Advisory Committee
ii) All Heads of Departments being members of Academic Board shall not be ICB Board members
iii) Departmental Consultancy Coordinators being members of Advisory Committee should also not be ICB Board Members

2.8.1.2 Appointment Procedures of Members of ICB Board

i. Each academic department shall nominate, through ballot in a departmental meeting, one staff from the most active consultants in the Department in terms of activities and revenue generation and recommend the name of the staff for consideration for nomination to the Board.
ii. Each Department shall propose, through shortlist and ballot in a departmental meeting, a representative of the Department to the Board from industry.

iii. The names proposed by departments shall be tabled with minutes in a special meeting of Heads of Departments and Consultancy Coordinators chaired by the Registrar to nominate, through a ballot, ICB Board members among those proposed by departments for appointment taking into consideration representation of major disciplines.

iv. The names nominated by the special meeting shall be submitted to the Academic Board for endorsement and transmission to the Council for approval. Outline CVs of all candidates proposed/ nominated for the membership of the ICB Board must be available at all levels of scrutiny.

2.8.1.3 Criteria for Nominations of ICB Board Members

The main criteria for the nominations of candidates for the ICB Boards members shall include:

i) Interest in the development of the Institute, capable and knowledgeable in consultancy and professional services, conversant with ICB concept, registered engineer;

ii) Being very active consultant in terms of activities and revenue generation using the Institute framework;

iii) be those who shall assist the ICB with the art of managing business by virtual of the positions they hold or activities they have been or are performing or those that shall assist the ICB in reaching out the potential client or call for services by society and industry; and

iv) Members from industry should not be engaged in activities which are in competition with those of ICB.

2.8.1.4 Terms and Conditions for the ICB Board Members

i. Three years shall be the terms of office of the ICB Board. However, in case of an event that will necessitate a need for extension, the Academic Board in consultation with the DIT Council may grant a maximum extension of 6 months to the outgoing ICB Board. Within this extension period a new Board shall be constituted and put in place

ii. There shall be no representation of in the ICB Board meetings, except for Chairperson and Secretary of the Board. This should be clearly stated on letters of appointment of ICB Board Members

iii. A member of the ICB Board from DIT Staff shall cease to be one when he/she is very actively involved in conducting consultancy and/or services outside ICB framework

iv. A member of the ICB Board shall cease to be one when he/she misses three consecutive meetings of the Board without informing the Chairman of the ICB Board

ii) Letter of appointment of a Member shall include the above terms and conditions.

2.8.2 Procedures for Appointing the ICB Manager

i) At the end of a triennium or at any other time that the office may fall vacant for whatever reason, the Institute Management Committee will establish a search team of three people from among its staff or organs to scrutinize and propose three names from among DIT staff members satisfying the criteria for being the ICB Manager.

ii) The Management shall then table in the Academic Board the results of the search team indicating preference for consideration for endorsement and transmission to the Council for approval.

iii) The Council has no obligation to approve submitted name if it deems fit.

2.8.2.1 Tenure of Office of the ICB Manager

i. The ICB Manager will be appointed on three-year terms, renewable to a maximum of two consecutive terms, subject to positive performance appraisal using set indicators

ii. The ICB Managers' appointment shall be terminated at any time if his/her performance and commitment in ICB is questionable and proved to be dismal due lack of initiative and commitment

iii. The ICB Manager shall be terminated from the office if he/she engages in consultancy, services or continuous professional development outside the ICB framework, or behaves in manner that shall be deemed disgraceful to the ICB and the Institute.

2.8.3 ICB Advisory Committee

2.8.3.1 ICB Advisory Committee Membership

The ICB Advisory Committee shall comprise the following members:

i) DPAF - Chairman
ii) ICB Manager - Secretary
iii) Departmental Consultancy Coordinators
iv) ICB Accountant
v) Any co-opted member considered necessary for the activities of the Committee such member shall have to be endorsed by ICB Board.

2.8.3.2 Nomination of Departmental Consultancy Coordinator

i) The Head of Department shall nominate from among its staff a person best suited to promote conducting consultancy, services and CPD in the ICB framework and present the name to the departmental meeting for approval.
ii) Such a person is required to have the following additional qualities:
    i. Should have good PR and good working relationship with fellow colleagues
    ii. Must be conversant and actively involved in ICB activities, and
    iii. Not a member of ICB Board so as to generate independent opinions when ICB matters are transmitted through DIT organs.

2.8.3.3 Tenure of office for Advisory Committee Members

The tenure of office of the ICB Advisory Committee membership shall be three years, renewable to a maximum of two consecutive terms.

2.8.4 Procedures for Appointing ICB Accountant

i) The post shall be advertised.
ii) Applicants will be subjected to interviews by a panel proposed by the Manager and approved by the Board Chairperson.
iii) The results of the interview shall be tabled to the ICB Board for scrutiny and recommendation to the Academic Board for consideration and transmission to the Council for approval.

2.8.4.1 Term of Employment of the ICB Accountant

i. The accountant shall be employed on a three-year contract renewable upon satisfactory performance, and
ii. The ICB Accountant shall be terminated by the Academic Board from office if he/she engages at any time in activities that appears to undermine the activities of the ICB, or behaves in manner that shall be deemed disgraceful to the ICB and the Institute.

2.8.5 Procedures for Appointing Secretary

i) The post shall be advertised.
ii) Applicants will be subjected to interviews by a panel proposed by the ICB Manager and approved by the Board Chairperson. Such panel however must include a person conversant with personnel management issues.
iii) The results of the interview shall be tabled in the ICB Board for consideration and approval.

2.8.5.1 Term of Employment of the Secretary

i. The secretary shall be employed on a three-year contract renewable upon satisfactory performance.
ii. The secretary can be terminated by the ICB Board before end of contract if his/her behaviour is disgraceful to the ICB and/or the Institute. Such behaviour includes unprofessional and unethical behaviour.

2.8.6 Driver cum Messenger

In an effort to maintain a lean staffing level at capacity building stage, the ICB driver shall also perform the duties of a messenger for the ICB. This can be revisited as the activities handled by the ICB grow.

2.8.6.1 Procedures for Appointing Driver cum Messenger

The post shall be advertised. Applicants will be subjected to interviews by a panel proposed by the Manager and approved by the Board Chairperson. The results of the interview shall be tabled in the ICB Board for consideration and approval.

2.8.6.2 Term of Employment of the Driver cum Messenger

i. The driver cum messenger shall be employed on a three-year contract renewable upon satisfactory performance.
ii. The staff services can be terminated by the ICB Board if the staff behavior is unethical and unprofessional in a manner that undermines the ICB activities.

2.9 Powers and Functions

2.9.1 Powers of the Council

The Council shall:

i. Be the body that takes final responsibility for the performance of Institute Consultancy Bureau(ICB)
ii. Approve the names of Directors of ICB Board recommended by the Academic Board
iii. Approves the name of ICB Manager recommended by the Academic Board
iv. Approve the name of ICB accountant recommended by the Academic Board
v. Have the power to dissolve the ICB Board
vi. Approve ICB budget and audited accounts
vii. Approve change of ICB structure, all policy matters and other

matters of the ICB as it shall deem fit in the interest of the Institute

viii. Endorses termination of the services of the ICB Manager, and ICB accountant upon proof of misconduct and/or poor performance.

2.9.2 Powers of Institute Academic Board

The Institute Academic Board shall have powers to:

i. Recommend names of Directors of ICB Board from amongst those candidates recommended by the Departments to represent them from among its staff and industry
ii. Recommend name of ICB Manager from amongst those candidates recommended by a search team instituted by the Institute Management Committee
iii. Recommend name of ICB accountant from among the applicants recommended by the ICB Board
iv. Recommend to dissolve the ICB Board
v. Require the ICB Board to report to it all decisions made by the Board for noting or endorsement or approval
vi. Recommend for approval the ICB budget and audited accounts;
vii. Recommend change of ICB structure, all policy matters and other matters of the ICB as it shall deem fit in the interest of the Institute
iv) Recommend termination of the services of the ICB Manager, and ICB accountant upon proof of misconduct and/or poor performance
v) Initiate periodic review of the ICB policy at least once every five years
vi) Endorse five-year strategic plans and annual plans of the ICB, and annual performance reviews.

2.9.3 Powers of the ICB Board

The ICB Board shall have the following powers and functions:

i. To endorse Institute consultancy, services and professional development courses marketing strategy

ii. To approve Institute consultancy, services and professional development courses, quality assurance strategy and oversee its implementation
iii. To recommend to the Institute modalities for the disbursement of funds generated through consultancy;
iv. To approve annual and 5 year strategic plans
v. To receive and approve performance targets for all long term projects
vi. To approve DIT consultancy services quality assurance strategy and oversee its implementation
vii. To review and approve annual performance of the ICB
viii. To exercise any other powers that the Academic Board shall so decide.

2.9.4 Functions of the ICB Board

The ICB board members shall have to:

i. Scrutinize and submit for approval the Institute consultancy, services and professional development courses policy
ii. Scrutinize and submit for approval the annual Institute ICB budget
iii. Provide guidance with regard to generation of income for the Institute
iv. Advise the Institute on realistic consultancy fees for the various jobs undertaken
v. Facilitate multi-disciplinary consultancy activities being executed by staff members of the Institute
vi. Introduce measures to improve the consultancy capacity of the Institute
vii. Develop an active consultancy acquisition policy for the Institute
viii. Guide the development of schemes that will motivate staff of the Institute to engage in consultancy activities
ix. Provide guidance on proper implementation of consultancy activities
x. Advise the Institute on approaches for appraising consultancy for purposes of academic staff development;

xi. Cause the organization of ICB’s principal shareholders meeting once every two years
xii. Report to Academic Board all matters it approved for noting or endorsement, and
xiii. Perform any other function as may be assigned by the Academic Board.

2.9.5 Functions of Departmental ICB Coordinators

The ICB members from DIT staff shall in addition be required to:

i. Report back decisions of ICB Board to Departments they represent
ii. Seek and transmit to ICB Board ways to improve levels of consultancy jobs and services in the Institute
iii. Identify bottlenecks that affects consultancy jobs and services in the Departments they represent and report to ICB Board
iv. Report to the ICB Board concerns of the Departments they represent on all matters related to consultancy and services, and
v. Plan for ICB activities in the Departments.

3.0 OPERATIONAL GUIDELINES

3.1 Main Objective

The main objective of the operational policy and procedures for consultancy and services is to provide framework to guide the operations of ICB with a view of enabling it to contribute effectively to the development of Tanzania.

3.2 Specific Objectives

The Dar es Salaam Institute of Technology through ICB aims to achieve the following specific objectives in respect of provision of consultancy and services to industry and the community:

i. To establish and operate an efficient system for providing regular consultancy and expert technical and technological services to support existing industrial operations, and to facilitate development of new ones, and
ii. To generate revenue to supplement the income of both, the DIT staff and Institute operational budget in order to achieve competitive working conditions.

3.3 Roles of DIT-ICB

i. Mapping out the consultancy capacity in various departments after such departments have submitted to ICB their strategic plans and other reports on a quarterly schedule
ii. Identifying potential consultancies that could be undertaken by the Institute, and guide departments/units in the choice of relevant and consultancy areas
iii. Improving the overall consultancy capacity utilization of the Institute by improving contacts with relevant government bodies, donor agencies, industries and interested parties in Tanzania and overseas
iv. Promoting the Institute's expertise and capabilities in the areas of consultancy and services to the wider community

i. Working out schemes which will motivate staff of the Institute to do the ICB
ii. Advising the Institute administration on how funds generated through consultancy and services should be disbursed
iii. Promoting and coordinating multidisciplinary consultancy activities being executed by various departments/units at the Institute
iv. Providing guidance to enable proper implementation of results from consultancy activities executed by the Institute
v. Coordinating promotion tours by consulting teams to relevant industries/institutes/departments and organizing workshops/ exhibitions to promote the Institute consultancy and services capabilities

vi. Advise the Institute administration on the use of appraising consultancy work output for purposes of academic staff development
vii. Identifying potential partners from industry for joint consultancy works
viii. Creating and maintaining a database on consultancy and services at the Institute and other relevant related formation
ix. Organizing and keeping custody of consultancy reports and their issue for academic and other use.

3.4 Roles of Consultants/Staff and Project Team Leader

i. The individual consultants, departments or units to whom projects are assigned must assume full professional responsibility once the agreement between the ICB and the client has been signed.
ii. ICB may register an insurance cover for professional indemnity against liabilities where necessary. The relevant project shall be charged.
iii. Project team leaders once appointed must ensure that:
    a. The project is executed in accordance with the time schedule
    b. It is executed professionally, observing ethical practices
    c. Delivery is to the satisfaction of the client, and
    d. It follows the laid down financial regulations in respect of the fees and disbursement formulae.

3.5 Operational Procedures

3.5.1 Duration for Offering Consultancy and Services

i) Members of staff can conduct consultancy and services assignments throughout the year. However, when staffs have to be away from duty to undertake such duties, permission must always be sought from respective heads, in line with the existing DIT guidelines and regulations.
ii) Teaching must be given priority over any other activity by academic, technical and administrative staff of DIT.

3.5.2 Identification of Consultancy and Services

i) The Institute Consultancy Bureau (ICB) has the obligation to solicit for consultancy projects on behalf of individual members of staff, departments, and units.

ii) The Institute management, departments, units and individual members of staff can also solicit for consultancy projects and services from clients provided the same are contracted through normal procedures of the Institute.

3.5.3 Project and/or Services Assignment and Execution Process

3.5.3.1 Jobs Acquired Through Manager ICB

For consultancy projects and services that will be acquired by the Manager, ICB and others not doing the project, then the ICB Manager shall:

i. Analyze viability, practicability, and identify appropriate department (s) /unit (s) that has the relevant expertise for the project

ii. Identify, in consultation with the relevant department, appropriate consultants to undertake the project and appoint a Project Team Leader

iii. Receive expression of intent from Project Team Leader to carry out the project after forming a project team

iv. Advise the Project Team Leader to prepare a technical and financial proposal for the submission to the client through ICB

v. Prepare and sign contract agreement between ICB (Manager) and the client.

The contract shall include :

a. Obligations of ICB and the client

b. payment schedule that shall specify the percentages of advance payment, interim payment upon submission of draft report

c. Final payment and interest charge for delayed payments
d. Specification of the period within which the client has to submit comments on the draft report, failure of which the final report shall be prepared and submitted to the client

vi. Supervise the Project signing event between the Team Leader and the key participants and ICB
vii. Allocate a registration number to the consultancy or service project
viii. Monitor implementation of the project by the Project Team Leader and other consultants and supporting staff and approve fund disbursements accordingly

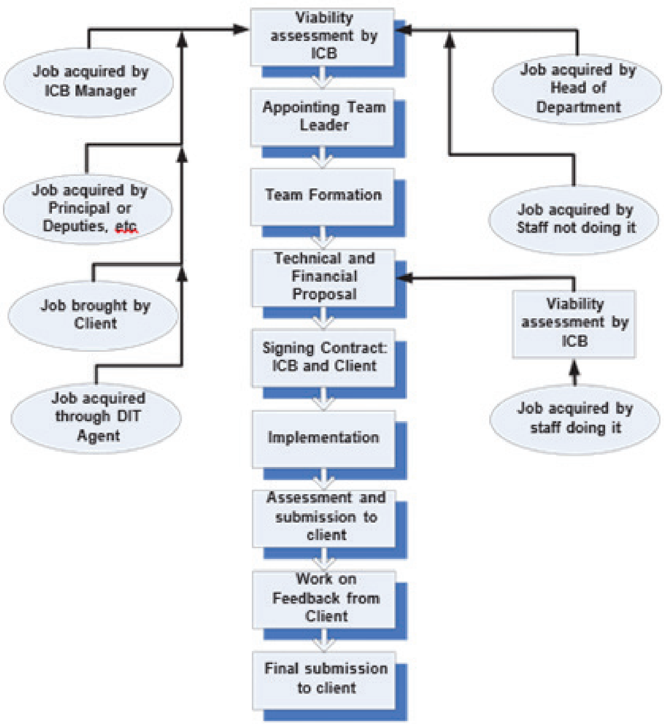

Figure 3.2: Job Flow Chart For Jobs Acquired From Different Sources

ix. Assesse the quality and completeness of the draft report/ work prior to submission to the client for comments
x. Cause the necessary amendments upon receipt of comments from the client in line with contractual agreement
xi. Submit the final project report/work to the client and in the case of report deposit a copy of the report to ICB Library if not restricted

3.5.3.2 Jobs Acquired by Individual Staff not Doing the Job or Institute Agent.

i) Consultancy projects or Services that will be acquired through the Institute Management or Head of Department or an Individual Staff not doing the Job or Institute agent will be transmitted to the ICB Manager and all the steps given in 3.5.3.1 shall apply.
ii) Job seekers will get honorarium stipulate in the benefit distribution formula.

3.5.3.3 Jobs Acquired by Individual Staff Member Interested in Carrying out Project

i) Consultancy projects that will be acquired through an individual staff including Retired Institute staff that will carry out the project will be transmitted to ICB Manager for analysis of viability, practicability, and appropriateness and for registration. Then stage (iii) to (xi) in 3.5.3.1 will be followed.
ii) Job seekers will get honorarium stipulate in the benefit distribution formula

3.5.4 Operational Procedures for Continuous Professional Development Programmes (CPD) and Special Courses

Currently courses offered under the CPD umbrella can be divided into two groups:

i) Continuous Professional Development Programmes (CPD) provides continuing education to practicing engineers and professionals
ii) Special Courses (tailor made courses)

3.5.4.1 Objectives of CPD

The objectives of CPD to practicing engineers/technologists are:

i) Develop professional abilities and proficiency
ii) Impact knowledge and expertise on new skills
iii) Keep abreast with advances in technologies
iv) Prepare for wider responsibilities outside the traditional fields of expertise e.g. management, public relations, etc
v) Equip them to play their full role in the profession and society at large, and
vi) Impress on the society the capabilities, expertise and facilities available at the Institute.

3.5.4.2 Policy Statements

The ICB shall use CDP to:

i. Publicize its potential, available facilities, capabilities and expertise
ii. Impress engineers/technologists in their role in the society, on professionalism and ethical matters
iii. Generate revenue for the Institute and staff to promote staff retention
iv. Ensure staffs keep abreast with technology development since they shall have to equip themselves with the current state of the art technologies in order to impart the same to participants
v. Enhance curriculum in line with the new developments in technology
ii) Impart practicing engineers/technologists with non-engineering tools that will enhance their capabilities to deliver, and
iii) Keep practicing engineers/technologists abreast with technological development and working tools

3.5.4.3 Approval Procedure for Running CPDs

i) Departments, units and ICB shall handle the initiation, scrutiny and administration of Continuous Professional Development Programmes (CPD).

ii) DIT staff following the approved format shall prepare a CPD course.
iii) The staff, client, department, or ICB can initiate a course.
iv) Proposals together with course contents are then submitted to the respective department for scrutiny against set benchmarks.

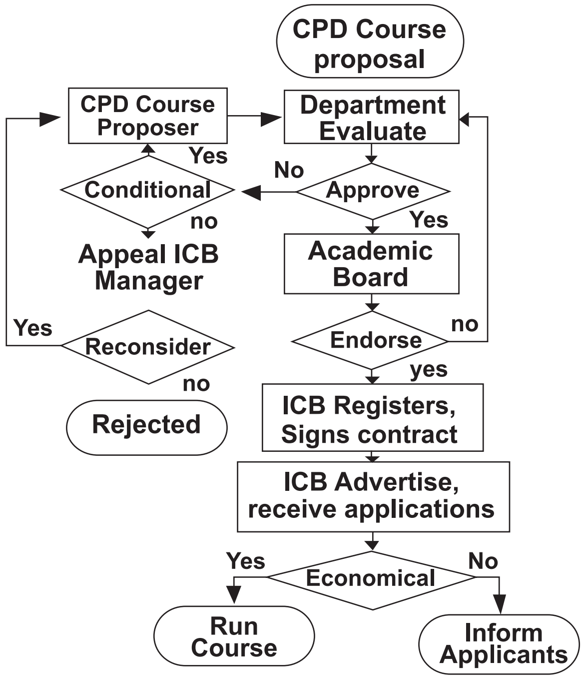

Figure 3.3: Procedure for Introducing and Running a Course

v) The department should discuss the CPD course to satisfy itself of the course's relevance, demand, soundness and financial viability and possibly the manuscript coverage. The department may also choose to address the issue of course ownership in its evaluation.
vi) If the department is satisfied, then the CPD proposal including the manuscript (where applicable) should be forwarded to the Academic Board for endorsement or make appropriate recommendations for improvement.

vii) However, if the department is NOT satisfied, then it may:
   (a) Approve the proposal subject to minor revision
   (b) Return the proposal to the author(s) for review and subsequent resubmission
   (c) Reject it outright if they are satisfied that the proposal is sub-standard in course content and quality of the manuscript (where applicable)

viii) In case the authors are not satisfied with the rejection of the department, they may appeal to the ICB Manager who, through the Advisory Committee, might choose to either return it to department with recommendations or endorse the rejection. The department or ICB Manager can return appealed proposal to authors for amendments only once.

3.5.4.4 Registration of Approved CPD

i) Once the Academic Board endorses a CPD course, the department shall communicate their decision in writing to the authors and ICB.

ii) ICB shall create and maintain a database of all approved CPD courses.

iii) Once the CPD course is registered, the course author(s) will then sign a contract with ICB to run the course.

a. The contract is important to protect the author(s) and the manuscript where applicable.

b. The contract shall include share to the author from the monies accrued by the sell of the manuscript and its reproduction rights. It may also include the course preparation costs recovery payable in instalments when course is administered by staff other than those who prepared it.

c. In addition, the contract will protect the customer and ICB by making sure that the course is prepared and conducted as per agreement. ICB shall prepare the contract as one of its tools of engagement.

3.5.4.5 Administration of an Approved CPD Course

ICB shall do the following thereafter:

i) Advertise the approved course and process all applications
ii) In consultation with the course facilitators, assess the financial viability of the course in relation to the number of applicants if it can meet the costs, honoraria and institution overheads
iii) Facilitate for viable courses the production/procurement of necessary copies of manuscripts (where applicable) and other materials essential for running the course
iv) Monitor the conduct of the course including course evaluation at the end of programme
v) Issue "attendance certificates" to participants who attended at least 80% of the course and paid full fees for the course. ICB shall follow-up payment of fees by customers, and
vi) Pay the course author(s) and/or administrators in accordance to the ICB disbursement regulations and/or contract

3.5.4.6 Special Courses

These are introductory courses in various disciplines (e.g. computer awareness or application packages) offered by the Institute in its effort to promote the general understanding and enhance skills in a specific technology. They are different from normal CPD by the fact that the level of material covered are introductory, open to applicant of all levels and they involve technology/technique that is relatively new in the country. Therefore, there is insufficient pool of knowledge and resources outside the Institute to run the said course or the Institute may choose to participate in imparting that knowledge to increase choice for the society.

3.5.4.7 Initiation of a Special Course

i) A special course shall be prepared by Institute facilitator(s) after being convinced and convincing the ICB Manager that there is a demand for such a course.

ii) A proposal, together with a course contents, are then submitted to ICB Manager for scrutiny by the Advisory Committee. The committee decision shall be final.
iii) For a course that shall run regularly, a manuscript should be prepared before a third circle of the course starts.

3.5.4.8 Contractual Agreement and Administration of the Special Courses

i) Once a special course is approved, the course facilitator will sign a contract with ICB to run the course. The administration of special courses shall be similar to that of ordinary CPD course.

3.5.4.9 Relevance and Quality Assessment for special course

i) After a special course has run for 12 months for the first time, the Manager shall cause review of the course to re-assess the content, relevance and quality of the special course and its manuscript. The course may be subjected to revision or be discontinued if the reasons leading to its existence have changed.
ii) For courses requiring revision, the facilitators shall revisit the course content and the manuscript to accommodate any recommendations given by the Advisory Committee.

Operational Procedures for Setting Machine/laboratory Charges

i. There shall be funds set aside for each task undertaken at the Institute through ICB to be referred to as machine/laboratory charges that reflect utilization of equipment/facilities in the Institute in executing of different tasks.
ii. Machine charge funds are to be used ONLY in laboratories or units where they are generated for capacity building of the laboratory or unit, maintenance of equipment or associated facilities that shall facilitate revenue generation.
iii. Use of machine charge funds shall need endorsement of the Director of Finance and Administration.
iv. The Heads of departments in collaboration with the departmental coordinators shall be responsible for coordination and management data associated to machine usage in their various units.

v. The laboratory and units shall be required to establish the rates for any other various services offered by them and present the list for harmonization and approval by the ICB Board.

vi. The approved rates shall be displayed in laboratories and workshop. Such rates shall be reviewed annually

3.5.5 Operational Procedures for Setting Service Charges

3.5.5.1 Objectives

i) To define charges for services and make them known and published, and available to the ICB Manager and the general public

ii) To make it easier for the ICB Manger or any other Institute staff to promote the services of the Institute and to negotiate with prospective clients where appropriate

iii) To increase the volume of activities in the DIT rentable services like workshops, laboratories, rooms, parking space, and sport fields to boost institute and staff income

iv) To simplify the work of the ICB Manager of monitoring performance and ensuring that deadlines are met as well as controlling quality of projects/services/work to raise clients' satisfaction and success rates for bids

3.5.5.2 Operational Procedure

i. The ICB manager should convene a meeting of all units offering similar services, in June of every year to discuss and agree on service charge rates for the next financial year. The ICB Manager in consultation with respective Heads of Department(s) shall facilitate such meetings by appointing convenor and review team.

ii. Members of units offering unique services shall also meet in June every year, at the beginning of the financial year, to review charging rates. The ICB Manager in consultation with the Heads shall facilitate the review exercise by appointing the convenor.

iii. The ICB Manager can convene a review meeting at any time of the year if there is a need for doing so

iv. All approved service rates should be available with Heads of units, Departments, ICB Manager and the Principal for public information and monitoring purposes.

v. The Heads of Departments shall monitor and see to it that Heads of Production/Service Units are maintaining data bank of their operations

vi. The laboratories and units shall be required to establish the rates for various services offered by the Institute and present for harmonization and approval by the ICB Board.

3.5.6 Operational Procedures for Consultancy/Individual Consultants

When a DIT staff offers consultancy service to other entities,

i) He/she should / must choose the appropriate considering the ICB rules, register such consultancy with ICB

ii) The DIT benefit will be 20% of the consultancy net (Excluding Transport, accommodation or meal allowances)

iii) The 20 % benefit distribution will constitute 8% the the institute,5% for ICB and 7% for the respective department

3.5.7 Operational Procedures for Handling Financial Matters

i) In order for ICB activities to be sustained and expanded there has to be created a sense of ownership of ICB by Institute staffs who are the consultants and principal stakeholders.

ii) For the Institute management, this can be achieved if the different projects pay for costs incurred directly or indirectly by the Institute including overheads.

iii) Activities undertaken by staff through ICB therefore have to pay for ICB overheads and contribute towards institute, department and laboratory/workshop units' budgetary requirements.

iv) Funds so raised through ICB activities are indeed public funds that need proper handling, control and transparency in their utilisation as otherwise discontent may arise.

v) The use of ICB generated funds should therefore be guided by ICB financial regulations, the adherence to which is governed by the ICB Accounting Manual.

vi) ICB financial resources can be categorised into two:

(a) Project funds, and
(b) Public funds.

vii) The disbursement of project funds (direct costs and staff honoraria) shall be guided by the project proposal, monies received from the client and work progress. Moreover, the projects team leaders and clients, being interested parties, monitors and controls disbursements of project funds.

viii) Public funds that include ICB, Institute and department shares and machine charges usage needs control and monitoring guidelines.

a. Public funds accrued through ICB activities shall be used to complement the Institute budgetary sources.
b. Handling of ICB funds shall be appropriately controlled, transparent and properly handled using ICB financial regulations to create trust and satisfaction of stakeholders.
c. The disbursement of ICB generated funds shall be efficient in line with budgetary plans of Institute cost centres and generation in the different units/service centres.
d. The disbursement of ICB Project funds (direct costs and professional fees) shall be determined by the project proposal, work progress and monies received from the client.
e. Priority of funding shall be centred on areas that have direct impact on the Institution capacity building and staff welfare in order to motivate staff to contribute more to the Institute budgetary support through ICB activities.

3.5.7.1 ICB Overhead Share (5% of Gross)

i. The ICB share shall be used to cover ICB office operating expenses.
ii. ICB office shall prepare an annual budget for consideration by the ICB Board for recommendation for approval by the Academic Board before the financial year begins.
iii. ICB office expenditure shall only be in line with approved budget, any changes shall require Academic Board approval. All

Chairman's approval shall need Board endorsement and should be out of compelling conditions.

iv. At the end of the financial year the ICB shall prepare and submit externally audited accounts for approval of the same by the Academic Board.

v. ICB shall propose the Auditor for consideration for approval by the Academic Board through the ICB Board.

3.5.7.2 Institution Overhead Funds (8% of Gross)

The Institution overhead funds shall be utilised to complement the institutional budgetary requirements.

i. The Institute Management Committee shall approve allocation of institution fee to various codes in the Institute level and departments to supplement budgetary allocations from other sources.

ii. The Institute Finance office shall prepare the disbursement proposal for the management's consideration and approval using agreed upon guidelines.

iii. The Principal shall approve Institute level expenditure.

iv. The Head of the Department shall approve the expenditure of allocations to the departmental codes and report to Institute Management committee.

3.5.7.3 Departmental Shares(10% of NET)

Departmental shares shall be utilized by departments to meet costs of various activities in the department that cannot be covered by government funds.

i. The monies shall be allocated to the appropriate departmental share code for the respective department.

ii. The Head of the Department shall table expenditure proposals to a departmental meeting for approval.

iii. The Head of Department shall lodge expenditure request directly to ICB Manager after departmental agreement.

3.5.7.4 Machine Charges Fund

i. Use of machine charge funds is to be limited to the laboratories/ workshops/units that generate such funds for the sole purpose of service, repair and maintenance or replacement of equipment.
ii. Such expenditure shall require approval of the Director of Finance and Administration and reported to Institute Management Committee.

3.5.7.5 Projects Funds

i) The ICB Manager shall monitor closely work progress against disbursement and act accordingly.
ii) The ICB Manager shall represent the interests of the client and the institution in the approval process.
iii) The Project Team Leader shall represent the interest of the Consulting Team.
iv) The ICB Manager shall approve disbursement in line with the progress of work against budget.
v) The Institute shall set an account specifically for ICB generated funds at the disposal of Institute level units and departments.
vi) ICB shall: Promote formation of multi-disciplinary consulting teams and move away from individualistic tendencies to succeed in bidding for larger jobs and raise income to meet budgetary plans.
vii) ICB shall transfer the funds generated at ICB by the various units to a specified above account on monthly basis except ICB funds. Accompanying each transfer, should be a detailed breakdown of beneficiaries.
viii) The responsible Institute Financial officer shall prepare allocation of institutional overhead funds to various codes for Institute Management Committee to approval prior to crediting into various expenditure codes.
ix) The ICB financial regulations and guidelines shall be used to administer disbursement of such funds.
x) The use of ICB funds shall be routed through a controller to audit and check expenditure against budget and adherence to financial regulations.

3.5.7.6 Operational Procedures

i. There is need to exercise coordinated decentralization in the use of ICB funds.

ii. The Vote Holders shall be given power to operate their codes but not to abuse such responsibility. Controls and reports are thus necessary to detect and minimize abuses and enhance transparency.

iii. The Institute Principal or his/her appointee (financial controller) shall have the duty to monitor all activities related to the administration of the ICB generated funds.

iv. The Principal shall have the right of access to any relevant document and may spot check the cash balances with the respective accountant.

v. The following shall have to be observed when approving requests for expenditure or deposits in various codes:

   a. All expenditure shall be from respective codes only.

   b. Departmental Management Committees shall propose to the Institute Management Committee for approval cost items to be paid for using ICB public funds and its plans. The expenditure plans and budgets of departmental shares need approval by the Departmental Management Committee only.

   c. The Institute Management Committee shall consider and approve annually, a list of cost items to be paid for from ICB generated funds excluding machine charges. The financial controller shall check expenditure request against such list.

   d. The Institute Management Committee shall consider and approve payments rates for payable cost items as need arises

   e. A list indicating all outstanding loans and imprests shall be circulated to Institute Management Committee members and Heads of Departments on monthly basis.

   f. All overdue Imprests and loans exceeding six months shall be recovered from employees' salary.

   g. All transactions must be entered into a computer as part of an approval process of expenditure requests and deposits.

h. The financial controller must vet all transactions before any payments are made. The controller may seek opinion of any officer as shall be deemed appropriate.
i. No codes shall be allowed to run into deficit. Virement between codes shall be approved by the Principal and reported to the Institute Academic Board.
j. Pre-financing of any project activity should be done after proper assessment of risks and opportunities by ICB.
k. No department or unit shall be penalised for being prudent in expenditure. Hence, no redistribution shall be allowed.
l. Expenditure plans of units shall require respective management meeting approval. Emergency expenditures shall have to be reported in such meetings.
m. Accounts office shall prepare monthly expenditure and status reports.
n. The account should be audited annually together with ICB accounts. The audit report to be presented to the Advisory Committee/Management Committee/ICB Board/Academic Board of the Institute not more than 3 months after the closure of the financial year for scrutiny.
o. Expenditure may be initiated by staff, Head of Lab., Head of Unit, Head of Department or any other staff in the Institute and approved accordingly. It shall be the duty of the Vote Holder or the respective Management Committee to assess the need and relevance of request in relation to available funds and plans in the unit.
p. No officer is to initiate and approve own expenditure or approve own payments.
q. All procurements beyond a sum to be set by Institute Management Committee shall be made by local purchase order LPO and by direct payments to the supplier. The Institute to strive to procure quality goods at lowest price possible. The Open Tender procedure shalls be used
r. Where large sums and quantities are involved. Standard contracts shall be required for payments other than in respect of procurements.
s. Machine charge shall only be used in the units where generated for the purpose of repair, maintenance, service or for purchase

of consumables for the equipment or facilities that enhance or complement activities in the unit. No relocation to other codes shall be allowed. The funds may also be used for procurement of new equipment that shall enhance consultancy/services in the unit. Such equipment shall be available for teaching and research.

3.5.7.7 Operational Procedures for Disbursement of Funds

i. During and after undertaking a consultancy or service job, ICB shall disburse funds in accordance to the agreed upon formula. The gross amount a customer is charged will cover all the costs including surcharge, machine charges, payment to the staff members and charges by different entities of the Institute as shown in figure 3.4

ii. The surcharge (Institution overheads) paid to ICB is set at 14% of the gross charges such that 8% is to cover Institute overheads and 6% to cover ICB overhead.

iii. The 14% will be embedded into various charge-out rates to clients. In the final proposal/quotation to clients, the surcharge SHOULD NOT appear as a distinct entry, instead it should be included in the charge out unit rates.

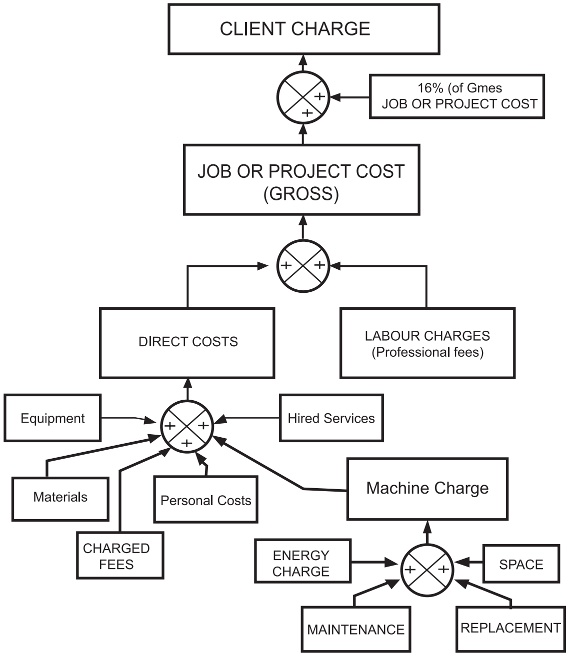

Figure 3.4 The Principle For Setting Fee Note to Clients

iv. The Gross charge is obtained by adding together the professional fee to the machine charges and all other direct costs.

v. Gross charges = Professional fee + direct costs + machine charges

vi. Surcharge (Institution overheads) = predetermined % of gross.

vii. Net revenues shall consist of consultancy fees and the shares of different entities in the Institute.

viii. There shall be a single formula outlined in figure for the distribution of revenue for all activities under ICB as follows:

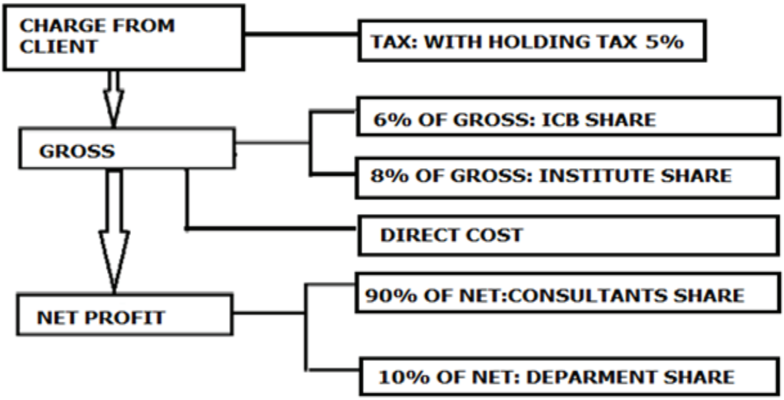

Figure 3.5 Revenue Disbursement

Figure: The concept of revenue Disbursement

a. Direct Costs - Operational costs
   - Machine charges
   - Material costs
   - Hired labour

b. Professional fee - Consultant(s) 90%
   - Department 10%

c. Gross = Professional Fee + Direct Costs

d. 14% of Gross - Surcharge (Institution Overheads)
   - Institute 8%
   - ICB 6%

e. Charge to client = Gross + 14% of Gross

f. A 70% of machine charges shall be paid to the codes of the respective department/center/unit that 'own' the machine or laboratory. The remaining 30% shall be paid to the Institute code to cover for utilities costs.

3.5.7.8 Payment Procedures

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

i) Project Team Leader shall prepare a fee claim for the relevant assignment as specified in the signed contract agreement
ii) ICB Manager shall study payment claim and authorize for payment claim if satisfied
iii) Accountant shall prepare appropriate invoice to client for payment claim as per contract agreement. He/she submits the invoice to the ICB Manager who shall then forwards to the client
iv) Client settles invoice at ICB
v) Team Leader is informed of payment by client to ICB

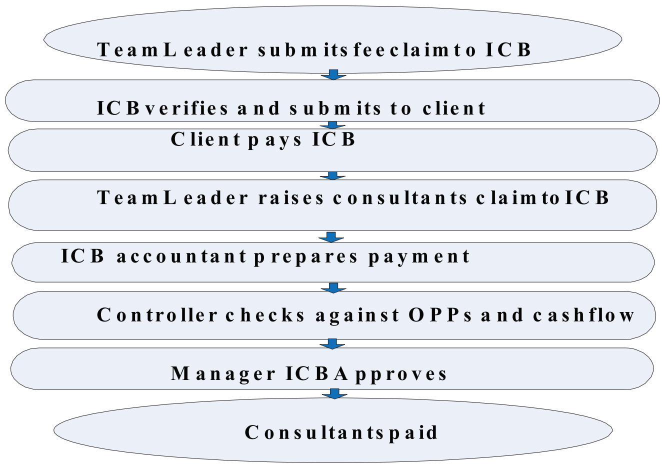

Figure 3.6: Flow diagram for payment claim and settlement

vi) Team Leader prepares claim to ICB for amount due to consultants
vii) Accountant prepares payments to consultant

viii) Controller verifiers correctness of claim
ix) The Manager approves, and
x) ICB releases relevant payment to the consultants.

3.5.7.9 Disbursement of Professional Fee

i) The Project Team Leader shall prepare disbursement list of all participants/consultants for submission to the ICB Manager with copies to individual participants/consultants.
ii) The Manager shall scrutinize and make direct payments to individuals.

3.5.7.10 Disbursement of Departmental Shares for Joint Projects

i) The distribution of departmental shares shall be made in proportional of professional fees payable to staff in the respective departments.
ii) The team leader shall prepare the disbursement list and submit it to the ICB Manager with copies to the relevant heads of departments.

3.5.7.11 Disbursement under Long Term Project (Revenue Generation Units Funded by ICB) to Staff

i) Staff employed to run long-term projects are not entitled to 83% of the net revenue as applicable to short-term projects. It is should be noted that it is their primary engagements unlike staff in say laboratories or in workshops.
ii) Their payment shall be in form of incentive. The disbursement of incentive to long-term project staff shall be in line with procedures as spelled out in the staff incentive scheme for the project.

3.5.7.12 Disbursement of Long Term Project Funds

A 50% of the net revenue to be re-invested on the projects and the remaining 50% to be disbursed along similar lines as institutional overheads/surcharge.

3.5.7.13 Disbursement of Accrued Deposits

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

3.5.7.14 Salary and Fringe Benefits of the ICB Manager

Being an Institute employee, the Manager shall:

i) Be paid an administrative allowance plus an incentive equivalent to a certain percentage of the annual net profit as detailed in Section 3.5.9.18

ii) Be entitled to entertainment allowance and other fringe benefits as shall be proposed by ICB Board and approved by Academic Board and endorsed by the Council.

iii) Be entitled to access to transport to facilitate execution of ICB duties.

3.5.7.15 Salary and Fringe Benefits for the ICB Accountant

ICB Board shall determine the salary and fringe benefits depending on qualifications and experience, plus performance incentive as detailed in Section 3.5.9.18

3.5.7.16 Salary and Fringe Benefits for the ICB Secretary

ICB Board shall determine salary and fringe benefits depending on qualifications and experience, plus performance incentives as detailed in Section 3.5.9.18

3.5.7.17 Salary and Fringe Benefits for Driver cum Messenger

ICB Board shall determine salary and fringe benefits depending on qualification and experience, plus performance incentive as detailed in Section 3.5.9.18.

3.5.7.18 Incentive for ICB Secretariat

i) DIT Academic Committee through Academic Board shall provide incentives to ICB Secretariat if it is satisfied with performance generally and the profit generated.
ii) The performance-generated incentive will be given quarterly upon approval of auditors' quarterly report.
iii) The incentive shall be 20% of a net profit of the ICB or any other percentage of net profit as shall be recommended by ICB Board, approved by Academic Board, and endorsed by the Council. However, the amount shall not exceed the maximum of individual staff salary over the quarter.
iv) The incentive amount shall be distributed in proportionality to staff salaries/allowances.
v) The incentive should be reviewed from time to time by the Academic Board as need arises.

3.5.7.19 Salaries/Allowances for ICB Secretariat

The ICB Board shall prepare proposals and reviews for salaries/allowances of different staff in the ICB Secretariat while taking into account the financial capabilities of the ICB to meet such financial obligations at the material time. The financial capability being referred to here is the part of ICB revenue for the Bureau office. Any such request for approval must have been taken into account in the budget proposal for the relevant financial year.

3.5.7.20 Financial Reports

The ICB has to prepare and circulate quarterly financial report.

4.0 CODE OF CONDUCT

4.1 Accountability

i. For the purpose of coordination and maintenance of high quality work and to ensure that institutional fees are paid, departments and individuals in consultation with the ICB must produce quarterly and annual reports to the Institute on consultancy activities performed by their members of staff under DIT-Consultancy Bureau coordination within the said period.

ii. In case of any type of misconduct like cheating in work records, charging unapproved fees etc., the persons involved will be held accountable and be punished according to DIT disciplinary regulations.

4.2 Obligation to Complete Contract Assignment

i) Members of staff who undertakes any consultancy or service job using the Institute name in any form whether they enter into contract agreement with ICB or not are obliged to accomplish the assignment as specified in the terms of the contract and/or as agreed with the client. Defaulters will be obliged to pay the full cost of the contract assignment and consequences.

ii) Projects Leaders are obliged to accomplish the assignments as specified in the Contract Agreement.

   a. Defaulters will be surcharged for poor implementation of the contract assignment.

   b. The rate of the surcharge will be determined by the Consultancy ICB Management before project commencement.

4.3 RESOLUTION OF DISPUTES

1. In the event of any disputes between the ICB and a staff member relating to Consultancy.

   a. Application for dispute resolution with all appropriate supporting evidence should be made directly to the Principal who will appoint a Consultancy Disputes Resolution Committee to resolve the dispute.

b. The Consultancy Disputes Resolution committee shall comprise of at least five senior academic staff members, well versed in consulting.

2. Contractual differences between the consultant and the client will be resolved by arbitration.