



**THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF WORKS AND TRANSPORT**

DAR ES SALAAM MARITIME INSTITUTE

5th CORPORATE STRATEGIC PLAN

2021/22 – 2025/2026

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LIST OF ABBREVIATIONS

BoG	Board of Governors
CAG	Controller and Auditor General
CoC	Certificate of Competency
CSP	Corporate Strategic Plan
DMI	Dar es Salaam Maritime Institute
DMTU	Dar es Salaam Maritime Training Unit
DNV. GL	Det Norske Veritas. Germanischer Lloyd
EDDIS	Electronic Charts Display and Information System
GMDSS	Global Maritime Distress and Safety System
HIV/AIDS	Human Immunodeficiency Virus, Acquired Immunodeficiency Syndrome
ICT	Information, Communication and Technology
IMO	International Maritime Organization
MDAs	Ministries, Departments and Agencies
MoFP	Ministry of Finance and Planning
MoWT	Ministry of Works and Transport
MoU	Memorandum of Understanding
NACTE	National Council for Technical Education
NCD	Non-Communicable Diseases
NORAD	Norwegian Agency for Development Cooperation
NSTP	National Science and Technology Policy
NTA	National Technical Awards
PE	Personal Emoluments
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PMU	Procurement Management Unit
PPP	Public-Private Partnership
SADC	Southern African Development Community
STCW'78	The International Convention on Standard of Training Certification and Watchkeeping for Seafarers 1978 as Amended
TACOSHILI	Tanzania Coastal Shipping Line
TANEPS	Tanzanian National e-Procurement Services
TASAC	Tanzania Shipping Agencies Corporation
SWOC	Strength - Weakness – Opportunities – Challenges Analysis
TPA	Tanzania Ports Authority
UNCTAD	United Nations Conference on Trade and Development
URT	United Republic of Tanzania
WB	World Bank

WMU

World Maritime University

STATEMENT OF THE BOARD CHAIRMAN

The Fifth Strategic Plan of the Daressalaam Maritime Institute is an important working document that sets out the roadmap to pursue its functions for the period from July 2021 to June 2026. The plan guides the Institute in the preparation and implementation of comprehensive short and medium-term interventions and make appropriate decisions for the institute in offering training, research and consultancy. Likewise, this plan is an important tool for the Board of Governors, Treasury Registrar, Ministry of Finance and Planning and the Ministry of Works and Transport to oversee the performance of the Institute.

The Plan envisages to contribute to the Tanzania Development Vision 2025 through the industrialization theme of the Third Five-Year Development Plan (July 2021 – June 2026). The theme of this Five-Year Development Plan is centred on “*Nurturing Industrialization for Economic Transformation and Human Development*”. The Fifth Strategic Plan is therefore geared towards contributing to effective realization of the theme of the Third FiveYear Development Plan.

The Board is committed to provide appropriate guidance and oversee implementation of the Third Strategic Plan. We will give appropriate advice to the Ministry responsible, on policy matters related to maritime training, research and consultancy. We will extend our genuine advice on the performance of the Institute while securing effective stakeholders’ collaboration in all aspects of the training.

Successful execution of this Strategic Plan depends on willingness and firm commitment, collaboration, participation and contribution of all stakeholders. We look forward to the continued cooperation of all stakeholders in the implementation of the Fifth Strategic Plan.

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Capt. Ernest M Bupamba

CHAIRMAN-BOARD OF GOVERNORS

STATEMENT OF THE PRINCIPAL/RECTOR

The Dar es Salaam Maritime Institute (DMI) is a public institution established by Act of Parliament No. 22 of 1991 to cater for greater needs of Shipping Industry in the region. The Institute originated from what was known as Dar es Salaam Maritime Training Unit (DMTU) which was established on the 3rd July 1978 as a training wing of Tanzania Coastal Shipping Line (TACOSHILI) to fulfil the need of well-trained seafarers. This Fifth Corporate Strategic Plan (CSP) to be implemented from financial year 2021/20 to 2025/26 outlines key strategic issues to be implemented by the Institute.

In preparing this Fifth CSP, a participatory approach was used whereby key stakeholders related to maritime transport training were involved. The Plan has been prepared in line with various national policies, plans and guidelines including the National Vision 2025, The Third Five Years National Development Plan III (2021/22 - 2025/26), , Sustainable Development Goals (SDGs) and National Transport Policy (2003), and other national and regional policies.

Performance of the Fourth CSP was reviewed and thereafter a situational analysis was carried out in which internal strengths and weaknesses as well as the external opportunities and challenges were assessed. In the analysis, identified key opportunity for DMI was the need for implementing Blue Economy issues in Tanzania. Key expectations are quality trained personnel, professional and relevant consultancy and timely and accurate information leading to strengthen maritime transport and vessels manned with competent personnel. This analysis was instrumental in identifying critical issues to be addressed during the period of implementation of this CSP. Some of the critical issues to be addressed are; need for improving marketing strategies, education and training; need for improving training infrastructure and facilities as well as research and consultancy services; need for improving financial management; quality assurance to the public in general as well as need for adherence to good governance.

This CSP provides a strategic focus in pursuit of six broad objectives of the Institute. Out of these, four objectives relate to core business of DMI namely: Education, Training and Maritime Capacity Building Improved; Research and Consultancy Services Strengthened; Working, Teaching and Learning Environment Improved; and Support service to deliver institute Functions Strengthened. Other two objectives necessary to support and enable the Institute to achieve its core business are: Management of HIV/AIDS and

Non-Communicable disease Improved; and Implementation of National Anti-Corruption strategy enhanced and corruption incidences reduced.

The CSP further envisages that DMI will facilitate to have improved quality of maritime transport personnel and services by end of 2026. A Monitoring and Evaluation frameworks for effective and efficient tracking of implementation of this Corporate Strategic Plan has also been developed. It includes several frameworks including the Results Framework, Planned Review, Rapid Appraisal, Milestones Review, and Internal and External Reporting Plans.

On behalf of my fellow employees, both training and non-training staff, we sincerely commit ourselves to ensuring this Fifth DMI CSP is adequately implemented for the benefit of our Nation and all stakeholders. We also commit ourselves to ensuring the Institute plays its role in facilitating the Nation to tap all Blue Economy opportunities by training maritime staff to a level that they manage maritime business and operations professionally and adequately.

Dr. Erick P. Massami
PRINCIPAL

EXECUTIVE SUMMARY

The Dar es Salaam Maritime Institute is an autonomous training institution and Centre of Excellence in Maritime Education and Training in the East African region. In order to execute effectively its mandated functions, the Institute has developed its 5th Corporate Strategic Plan for the period from 2021/22 – 2025/26 to provide for its strategic direction. The CSP has been prepared in cognizant and alignment with the following five frameworks:

- (i) The Tanzania Development Vision, 2025;
- (ii) National Five-Year Development Plan phase III (2021/22-2025/26);
- (iii) National Transport Policy, 2003;
- (iv) Transport Sector Investment Programme; and (v) Other Laws and Programs.

This is a Five-Year Corporate Strategic Plan which sets out the future direction of the Institute. The Plan has four chapters whereby, Chapter One is an Introduction comprising of background, approach used to develop the Plan, Purpose and the Layout. Chapter Two comprises Performance Review, Situation Analysis which entails historical background, stakeholders' analysis, SWOC Analysis and eventually it identifies Critical Issues which need to be addressed by this Plan. Chapter Three presents the Vision, Mission, Core Values, Objectives, Strategies, Targets and Key Performance Indicators. Chapter Four outlines the Results Framework which basically is a monitoring tool to assess the implementation of the Plan.

In developing the Plan, a review of the Fourth CSP was conducted followed by situation analysis in which critical issues were identified. An assessment of the internal and external environment was done which revealed strengths and weaknesses as well as the critical issues or risks to be addressed. Key weaknesses which were identified include inadequate infrastructures; insufficient teaching aids and facilities; shortage of staff; Inadequate funds for staff training and recruitments of new staff; Maritime transport cadre not well known among the general public; few organizations that demand maritime transport researches; and unavailability of sea time for students.

The Vision of DMI is 'To be the leading centre of excellence in training, research and consultancy in maritime and related disciplines and its Mission is 'To provide high quality demand-driven training, research and consultancy services in maritime and related disciplines in the SubSaharan Africa and beyond'.

After detailed analysis of the Institute's mandate and functions, Vision, Mission and the expected deliverables in ensuring that there is a well-established strategic focus, the Institute identified six (6) objectives to be realized over the next five years as follows:

- A. Management of HIV/AIDS and Non-Communicable disease Improved
- B. Implementation of National Anti-Corruption strategy enhanced and corruption incidences reduced
- C. Education, Training and Maritime Capacity Building Improved
- D. Research and Consultancy Services Strengthened
- E. Working, Teaching and Learning Environment Improved
- F. Support service to deliver institute functions strengthened

In order to achieve afore-mentioned objectives and realize outcomes, the Institute has formulated Strategies, Key Performance Indicators and activities to be executed. Performance of these objectives will be monitored using various methodologies which are also detailed in this Plan in Chapter Four. Also, the Institute developed SMART targets that indicate the level of performance or rate of improvement required. Subsequently, the responsibilities have been assigned to specific heads of departments/units to ensure effective implementation of the CSP.

The Plan has three annexes namely DMI Organisation Structure, Proposed DMI Organisation Structure and the Corporate Strategic Plan Matrix.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

This Strategic Plan covers a five-year period from July 2021 to June 2026 to conform to the Third Five Years National Development Plan 2021/22-2025/26; and it is the 5th Strategic Plan of the DMI. This Plan provides a strategic direction for DMI in the implementation of high-quality maritime education and training, research and consultancy. The present Strategic Plan, as its predecessors, essentially focuses on the functions of enabling tapping available blue economy opportunities within and outside the country.

The preparation of this plan was done in a participatory and consultative approach as the process involved a broad range of stakeholders. The process also included consultations with internal stakeholders such as DMI management, staff and its key partners. Prior to the preparation of the Plan, there was a performance review of the implementation status of the previous Five-Year Strategic Plan 2015/16 – 2020/21. The outcome of the evaluation has, to a large extent guided the content of the new Corporate Strategic Plan 2021/22-2025/26.

1.2 APPROACH

The DMIs 5th Corporate Strategic Plan (CSP) for year 2021/2022 to 2025/2026 articulates the mandate, vision and mission of the Institute, including strategies and activities that need to be carried out to reach the planned objectives. It provides a logical sequence for systematically implementing the mandate of the Institute. The Plan responds to International, regional and national policies, guidelines and programmes embodied in the 2030 Agenda for Sustainable Development; United Nations Convention of the Law of the Sea - International Convention on Standards of Training, Certification and Watch keeping for Seafarers, 1978 (STCW 78 as amended); National Development Vision 2025; 1 Five Years Development Plan III (FYDP III) 2021/22 – 2025/26, National Transport Policy (2003), National Higher Education Policy (1999), National Education and Training Policy (1995), and National Science and Technology Policy (1985).

The process of preparing this Plan involved performance review, selfassessment, stakeholders' and SWOC analysis for 2017/18 - 2020/21 Financial Years, in order to come up with critical issues that need to be addressed in the Plan. Line Ministry Policies, Dar-es-salaam Maritime Act 1991 and other corresponding Acts have been used in identifying critical issues as the basis for developing

Mission, Vision, Core Values, Objectives, strategies, targets and key performance indicators.

1.3 PURPOSE OF THE CSP

The purpose of this CSP is to provide guidance for achieving the Institute's Vision and Mission by executing its mandates. It further elaborates what the Institute plans to achieve during the five years from 2021/22 to 2025/26 and provides basis for responsibility and accountability to measure performance. The CSP provides guidance on how the strategic objectives will be achieved and contribute to economic growth.

1.4 BACKGROUND OF THE INSTITUTE

1.4.1 Historical Background

DMI was established by Act of Parliament No. 22 of 1991 to cater for greater needs of Shipping Industry in the region. The Institute originated from what was known as DMTU which was established on the 3rd July 1978 as a training wing of Tanzania Coastal Shipping Line (TACOSHIL) to fulfil the need of welltrained seafarers.

DMI is an autonomous training institution and Centre of Excellence in Maritime Education and Training in the East African region. The Institute complies with national and international requirements and is operating under the Ministry of Works and Transport. Since its establishment, DMI operates in global scale by training students from various countries such as Kenya, Uganda, Comoros, Namibia, Congo, Rwanda, Burundi and Nigeria.

1.4.2 Governance and Administration

According to the Daressalaam Maritime Institute Act No 22 of 1991; the Board of Governors of the Institute shall have powers to administer the property of the Institute, both movable and immovable; to administer the funds and other assets of the Institute; to signify the acts of the Institute by use of the official seal; on behalf of the Institute, to receive gifts, donations, grants or other moneys and to make disbursements to other persons or bodies; subject to the provisions of this Act, to appoint such officers of the Institute as it may deem necessary; and to do all acts or things provided for in this Act which may, in the opinion of the Board of Governors be necessary for the proper carrying out of the functions of the Institute.

The current Organisation Structure of the Institute is the second amendment, which was triggered by NACTE requirements for technical higher learning institutions and it has been in use since 2007. The fifth CSP will ensure that

DMI's organisation chart is harmonised with NACTE guidelines and Public Service Scheme.

1.4.3 Mandate

The Institute is mandated by NACTE to offer certificates, diploma and degree programmes in the subject area of engineering and other sciences. Also, the Institute is accredited by TASAC under the auspices of IMO to offer professional maritime education and training for seafarers to meet the requirements and comply with International Convention on Standards of Training Certification and Watchkeeping for Seafarers (STCW 1978) as amended.

1.4.4 Functions

In realizing its mandate, the Institute performs the following main functions:

- a) Provide facilities for the study of and training in the principles, procedures and techniques of basic training of seafarers, marine engineering, navigation, management of shipping enterprises, special skills and knowledge of pilotage or tug handling and such other related subjects as the Board of Governors may from time to time decide;
- b) Conduct training programmes in the subject specified in paragraph (a) and in such other related subjects as the Board may from time to time decide;
- c) Engage in research into theoretical, operational and organizational problems and training needs in the subjects specified in paragraph (a) and in the maritime sector in general;
- d) Evaluate the results achieved by the Institutes training programme;
- e) Provide consultancy services to the Government, parastatal bodies and such other bodies or persons as may be necessary;
- f) Sponsor, arrange or provide facilities for conferences and seminars,
- g) Establish departments within the Institute for the organization and administration of its work and activities;
- h) Conduct professional examinations on behalf of the Ministry responsible for transport;
- i) Do all such acts and things and enter into all such contracts and transactions, as are, in the opinion of the Board, expedient or necessary for the proper and efficient discharge of functions of the Institute: and
- j) Arrange for the publication and general dissemination of materials produced in connection with the work and activities of the Institute

1.5 DOCUMENT LAYOUT

This Plan contains four (4) chapters. Chapter One covers the Introduction consisting of the background, approach, purpose and layout of this Plan. Chapter Two discusses the Situation Analysis covering historical background,

the mandate of the Institute, vision and mission, roles and functions, guiding development frameworks and plans, benchmarking of other countries, Performance review, stakeholders' analysis, SWOC analysis, critical issues and recent initiatives. Chapter Three is the Plan that includes Mission, Vision, Core Values, Objectives, Strategies, Targets and Key Performance Indicators. Finally, Chapter Four describes the Results Framework containing the Purpose, Results Framework Matrix, Monitoring Plan, Planned Reviews, Milestones, Evaluation and Reporting Plans. The Plan also comprises two annexes: Annex I: Organization Structure, Annex II: Proposed Organisation Structure and Annex III: Matrix of the Strategic Plan.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1. INTRODUCTION

This Chapter presents the situation analysis by describing previous Mission and Vision, performance review of the previous objectives and targets, international best practices, review of relevant information, Stakeholders' analysis, institutional SWOC and PESTEL analysis, critical issues and recent initiatives undertaken out of the Plan.

2.2. VISION, MISSION AND CORE VALUES

Vision and Mission in the previous CSP were reviewed. New ones were developed and reasons for their review are stipulated below.

2.2.1. Review of Vision

The previous Vision was: *“To be a leading centre of excellence in maritime education, training, research and consultancy”*.

During the review period, year 2017/18 to 2020/21, DMI aspired to be a leading centre of excellence in maritime education, training, research and consultancy. In order to achieve that vision, the fourth CSP itemized six operational objectives, which were to direct organisation and implementation of planned activities. However, DMI found that it needs to focus itself to be guided in three areas training, research and consultancy as provided in the Act that established the Institute.

The new Vision is: *“To be the leading centre of excellence in training, research and consultancy in maritime and related disciplines”*.

2.2.2. Review of Mission

The previous Mission was: *“To provide high quality maritime training and produce competent experts for sustainable transport and logistics in the SubSaharan Africa and beyond”*.

Maritime transport sector plays a critical role in facilitating global economy as it carries about 80 per cent of global trade by volume and over 70 per cent of global trade by value (UNCTAD, 2018)¹. It therefore plays a critical role in the development of national, regional and global economies. On the other hand,

¹ Review of Maritime Transport, UNCTAD 2018 ²
Towards a Blue Economy, World Bank 2016

70% of global economy is in water bodies (WB,2016)². The Blue Economy encompasses a number of sectors including maritime transport. It is in view of these facts that countries all over the world are now bracing themselves for a stiff competition to harness the Blue Economy. These two facts therefore entail need for having high quality maritime transport personnel emanating from training institutions world-wide. DMI is one of these training institutes and has therefore to improve its training capacity to meet the demand for high quality personnel to manage and operate the maritime transport sector. This aspiration will be attained by: -

- (i) Providing a high-quality level training to the maritime industry personnel;
- (ii) Conducting researches whose output provide necessary overview of opportunities not only associated with Blue Economy, but also for related disciplines;
- (iii) Facilitate professionalism in maritime industry; and
- (iv) Cater for demands within and beyond Sub-Saharan Africa by ensuring compliance to IMO accepted requirements regarding maritime personnel training.

Given the above reasons, the agreed new Mission is: *“To provide high quality demand-driven training, research and consultancy services in maritime and related disciplines in the Sub-Saharan Africa and beyond”*.

2.2.3. Review of Core Values

The implementation of the previous CSP was guided by the following Core Values:

- (i) **Commitment to Academic Excellence:** By ensuring that all DMI academic courses meet national (i.e, NACTE and TASAC) and International (STCW 78) standards and enable DMI graduates to compete effectively in the labour market.
- (ii) **Commitment to Professionalism and Ethical Behaviour:** Both staff and students shall observe high standards of professionalism and ethics.
- (iii) **Respect for and Recognition of Staff and Student Potentials:** Acknowledge abilities of staff and students in pursuit of teaching and learning activities and discouraging any discriminatory behaviour.
- (iv) **Pursuit of Excellence:** Seek higher academic laurels and professional achievement all the time.

- (v) **Commitment to Gender Equality:** Promote and support gender equality to all staff and students' performances and developments.
- (vi) **Transparency and Collegiality:** By involving all stakeholders, staff and all students in all important decisions that affect them and disseminating information to relevant stakeholders. Promote the culture of friendship/collegiality and understanding among staff and student.
- (vii) **Maintenance of DMI's Maritime Character:** The Institute shall strive to maintain its character as a dedicated Maritime Educational and Training Institute.

The following four elements of effective organisation's Core Values were considered in updating the Institute's core values: -

- (i) Values that support or describe the vision statement of the Institute;
- (ii) Keeping core values unique to the Institute and experience;
- (iii) Formulating core values which are simple to understand and remember; and
- (iv) Changing core values of an organisation over time.

Analysis of Core Values revealed that there is a need to review the seven (7) the previous Core Values due to emerging of Blue Economy issues and current situation of advancement in maritime technology. Therefore, DMI establishes on the foundation of seven Core Values to satisfy the maritime needs that meet international standards.

The new core values and role of DMI are: -

- (i) **Customer Focused:** The Institute is committed in providing high quality services to meet customers' satisfactions.
- (ii) **Professional and Academic Excellency:** The Institute endeavours to maintain high standards of professionalism and academic excellence.
- (iii) **Creativity and Innovative:** The Institute encourages initiatives, new ideas and recognizes contributions that lead to better performance and on-board new technological changes.
- (iv) **Integrity:** The Institute employs the highest ethical standards that demonstrate honest and fairness.

- (v) **Accountability and Responsibility:** The Institute is answerable for its decisions, actions and timely attention to stakeholders' needs.
- (vi) **Team Work:** The Institute staff/ community shall work together, share experiences and respect each other to realize our common goal.

2.3. FRAMEWORKS, SECTOR POLICIES AND STRATEGIES

Maritime transport services are nationally and internationally regulated through policies, legislations and regulations. They are one of the key components in ensuring Blue Economy is well facilitated nationally and internationally. As such, the review process of this CSP made reference to various higher level national and international policies, legal frameworks, regulations and plans as outlined hereunder.

2.3.1. Regulation of Maritime Industry

Maritime transport is driven by emerging global trade patterns. Maritime transportation which carries 85% of global merchandise is a key component in facilitating global economy. On the other hand, safety as one of the attributes of transport is internationally regulated by IMO. This includes training of personnel of the industry, which is one of the functions of DMI. The training world-wide is standard in training institutions that have been accredited by IMO. In this regard, international shipping is open to qualified sea farers from any institutions recognized by IMO and is the main reason why DMI graduates work abroad. The challenge is need for Tanzania to formalize employment arrangements under formal agreements with shipping companies so that the country is able to qualify the foreign exchange programmes of seafarers.

The international legal framework governing crewing on ships is regulated by the IMO with respect to their competence and by the International Labour Organization with respect to their terms and conditions of service. In Tanzania, ship owners, operators and enterprises ashore are subject to national labour legislation such as the Employment and Labour Relations Act, 2004, the Labour Institutions Act, 2004 and the Merchant Shipping Act, 2003.

The quality system established at DMI is monitored both nationally and internationally by the following institutions: -

- (i) Det-Norske Veritas - Germanischer Lloyd (DNV-GL) a world classclassification society: Through ISO 9001:2015 standards for Management of Maritime Education since 2018. Previously, the Institute was ISO 9001:2008 Certified. This is per IMO directives
- (ii) Tanzania Shipping Agencies Corporation (TASAC): All competency programmes that are guided by the International Convention on

Standards of Training, Certification and Watchkeeping for Seafarers (STCW 1978) which are offered at the Institute are regulated by TASAC to ensure compliance and competency. Such courses include merchant shipping safety courses and training for ship officers.

- (iii) Academic programmes are approved and regulated by NACTE.

2.3.2. Collaborations with Other Training Institutes

Strategically, DMI has established relations with sister institutions abroad facilitate the learning process as an institution and for development of staff and students. Among higher learning institution, DMI has official relationships with Aalesund University College, Namibia Maritime and Fisheries Institute, Dalian Maritime University, and Shanghai Maritime University. Apart from higher learning institution, DMI has established relations with the maritime industry especially shipping companies. Through these collaborations DMI has been able to acquire sea service training for its students and staff; scholarships for academic training in universities abroad from Bachelor degree up to Doctoral degrees; and benefited from sharing information regarding maritime education and training.

2.3.3. Adherence to STCW 1978 Convention

All members of the IMO, like the case of the United Republic of Tanzania, undergo a five-year cycle audit under the provisions of the STCW 1978 Convention. The objective is to verify whether a country gives full and complete effect to the requirements of the Convention. Successful completion of the audits makes a country to remain on the IMO list of countries who have confirmed to the IMO's Maritime Safety Committee (MSC) to be following the relevant provisions of the STCW 1978 Convention (IMO White List).

DMI and TASAC are the two main institutions in United Republic of Tanzania audited by IMO audits since 2003 and have remained in the White List of IMO. It is therefore of paramount importance to ensure the country remains in the list in order to ensure the Blue Economy opportunities available in the country are adequately tapped.

2.4. ANALYSIS OF THE STRATEGIC CONTEXT OF DMI

The following analysis focuses on assessment of internal and external factors that have influenced implementation of the fourth CSP. DMI operates in a specific strategic context, which influences the training courses and markets for its products and services. In this section, relevant contexts from internal and external environment have been analysed. The external environment exerts more influence on DMI's operations than the internal environment. As such,

knowledge of rapid changes that take place in this environment has strategic implications for DMI's fifth CSP.

2.4.1. The Global Environment

i. Globalisation

Tanzania is experiencing effects of globalization, characterized by rapid changes and high competition in economics, culture and education including technological advancement and applications. Globalization has made crossborder education and training very possible through the use of ICT. It has also succeeded in reducing costs as well as hastening the rate of producing qualified personnel. Such development tends to place a lot of stress on institutions, which depend solely on in-residence training methods that may lag behind if depending much on indigenous technology in this fast-changing technology. Such a trend should enable DMI to find ways and means of improving its operations and infrastructures to sustain its operation in the globalising market place.

ii. Economic Challenges

DMI's operations have been affected by reductions in Government subventions, donor support and inadequate proceeds from fees. The Institute is economically confronted with a strong challenge to make a strategic implementation of the 4th CSP due to inadequate capital to support its functions. This might be supported by Government Subvention, Donor Funds, Public Private Partnership, Research and Consultancy.

iii. Scientific and Technological Developments

The advent of Information and Communication Technologies has facilitated organization and restructuring of educational courses, teaching/learning methods, research and publication and record keeping for both academic and non-academic activities in institutions. There is a need for DMI to improve ICT facilities to enhance teaching and learning as well as to establish e-learning platforms to widen teaching and learning services and avoid interruptions from any pandemic. DMI has to introduce these innovations through this 5th CSP.

iv. Local and International Collaboration

Challenges resulting from Global Maritime Development require institution such as DMI to seek local and multinational cooperation in terms of staff development, student exchange programmes, teaching, research, publication, consultancy and occasionally resources sharing. DMI recognizes collaborative opportunities with Dalian Maritime University and Shanghai Maritime University. Moreover, the Institute will ensure existence of formal cooperation with International/local Institutions and the stakeholders of the industry to enhance training, research and consultancy.

2.4.2. The National Environment

i. The Role of Tanzania Development Vision 2025

The Tanzanian Vision 2025 envisages a nation with high level of education at all levels. Institutions are obliged to produce adequate number of competent and skilled graduates who are sufficiently equipped with the requisite knowledge and skills to solve the society's problems; meet challenges of development and attain competitiveness at regional and global levels. This Vision 2025 and other policies urge DMI and other institutions of higher learning to develop competent human resources, which can easily and confidently contribute to nation economic development.

ii. The Economic Environment

The Tanzanian economic environment continues to be affected by global and internal forces. To be able to support educational institutions meet the objectives of the Higher Education Policy and Vision 2025, Tanzania needs to create a strong, diversified, resilient and competitive economy.

This scenario implies that DMI should look to other sources of funding for its operations. DMI may have to intensify and diversify its income generating efforts, identify new training needs; and commercialise use of existing physical as well as human resources. DMI should also develop a policy of developing human resources to support and maintain the academic quality of the Institute.

iii. Funding of Education

Government funding to training institutions has been decreasing over the years. This trend has compelled higher learning institutions to find other strategic opportunities to generate more income. For DMI, the strategies may include the following: -

- a. Introduce entrepreneurial mindset to generate income from services;
- b. Reduce overhead costs;
- c. Explore other sources of funding;
- d. Continue to solicit fund from Government through the parent Ministry; and
- e. Optimise revenue collections

iv. Competitive Environment

DMI is operating in a highly competitive environment. Potential customers (students) now have to make decisions about their careers and employment possibilities including choices of what and where to learn. DMI is unique in the

sense that its focus on maritime academics, research and consultancy. The academic uniqueness of DMI does not exclude itself from main competition from similar institutions like National Institute of Transport, Daressalaam Institute of Technology, Mombasa Maritime Academy, Danous Zanzibar, Arab Academy Egypt and South Africa Maritime Institutes. In view of this competition DMI may have to adopt a commercial approach to market its products and services extensively.

v. National Research and Consultancy Development

The National Science and Technology Policy (1996) requires institutions of higher learning to:

- a. Provide research and development education centred at serving the community;
- b. Develop solutions to problems that affect the social and economic development of Tanzania; and
- c. Impart scientific knowledge, technical knowhow and assist the country in adapting them to local conditions.

DMI needs to focus its research, consultancy and development activities in areas for which there is a demand, such as: -Offshore Engineering Technology; Oil and Gas Technology; Ship designs and constructions; Welding and Fabrication Technology; Seafarers Employment and Welfare; Safe operations of merchant and fishing vessels; Maritime safety and Security; Surveys and inspections; Casualties and incidents investigations; Logistics and supply Chain management; Ship repairs and maintenance; Maritime complaints, conflict resolutions and arbitration; Maritime education and training; Port management and operations; Pollution control and environment management; Shipping agencies and brokerages; Maritime investment, assurance and risk management; Coast guard operations, territorial waters safety and security; International transit trade, and Exploration and exploitation of inland water ways.

The DMI Research and Consultancy Policy should be used to guide the staff in research, publication, consultancy and development activities.

2.5. PERFORMANCE REVIEW

The performance of DMI was reviewed for the purpose of assessing the achievement of the current CSP objectives and the results of its implementation. The objectives of CPS under review were:

- A. Governance Practice Strengthened.
- B. Management of Crosscutting Issues Improved.

- C. Teaching & Learning, Research and Consultancy Services Improved.
- D. Capacity in Human Resource Development Enhanced.
- E. Capacity in Infrastructures and Facilities Enhanced.
- F. Resource Mobilisation and Financial Management Systems Strengthened.

During preparation of the Fifth CSP, these previous objectives were analysed to measure their implementation. The achievements, challenges and way forward for each objective are as summarized below:

OBJECTIVE A: Governance Practice Strengthened.

Achievements:

- i. Regular Board of Governors (BoG) meetings and its committees were conducted;
- ii. 80 PMU and Tender Board Meetings conducted; iii. 75 Academic Council and Academic Committee conducted; iv. 2 Training of BoG Conducted;
- v. 20 Internal and External Audit Committee meetings conducted;
- vi. 5 Internal Audit plan were prepared; vii. 10 working documents reviewed; viii. All complaints handled and resolved;
- ix. 2 code of conducts training prepared conducted and enforced; x. 10 DMI Workers Council meetings conducted; xi. 10 Academic Staff meetings conducted; and xii. 100 Academic and administrative reports prepared and submitted.

Challenges:

- i. Absence of BoG from March, 2020 to April 2021; and ii. To switch from manual to TANEPS.

Way Forward:

- i. To make close follow-up with appointing authority; and ii. Capacity building to PMU and Tender Board.

OBJECTIVE B: Management of Crosscutting Issues Improved.

Achievements:

- i. 5 programmes on HIV/AIDS and Non communicable diseases conducted;
- ii. 5 programmes on Guidance and Counselling conducted; iii. 5 Care and support services to people living with HIV/AIDS provided;

- iv. 5 Strengthening women empowerment programs; and
- v. 1 Environmental management Plan developed and implemented.

Challenges:

- i. Inadequate funds to undertake all planned HIV/AIDS activities;
- ii. Absence of HIV/AIDS database in the Institute; iii. Absence of HIV/AIDS Strategic Plan; and
- iv. Absence of Situational Analysis on Prevalence of HIV/AIDS in the Institute.

Way Forward:

- i. Resources mobilization from different stakeholders (Development Partners) to support on HIV/AIDS programs; ii. Development of HIV/AIDS Institute database; and
- iii. Conducting Situational Analysis on prevalence of HIV/AIDS in the Transport Sector.

OBJECTIVE C: Teaching & Learning, Research and Consultancy Services Improved.

Achievements

- i. 5000 students facilitated in practical training; ii. 16 research papers published; iii. 67 Library collections and 3000 electronic references registered; iv. 30 Curricula for NTA Accredited to meet National and International standards;
- v. 78 computers and 15 projectors available; vi. 3 MoU Local/International links and cooperation formalised;
- vii. 35 Exhibition, festivals, marketing and celebration facilitated; viii. 24 NTA long courses, 4 CoC training programmes and Short 38 short courses conducted as per academic calendar; and
- ix. Periodic Quality Reviews and Audits conducted.

Challenges:

- i. Inadequate financing to support teaching and learning;
- ii. Inadequate industrial training opportunities; iii. Excessive teaching workload; and
- iv. Inadequate financing to procure library books and electronic resources.

Way Forward:

- i. Provide adequate and timely financing; ii. Enter MoU with relevant stakeholders; iii. Recruit adequate

academic and support Staff; and iv. To solicit fund to procure electronic resources.

OBJECTIVE D: Capacity in Human Resource Development Enhanced.

Achievements:

- i. Continuous staff developed; ii. Provide Basic Staff Requirements; and iii. Safety and healthy environment maintained.

Challenges

- i. Inadequate fund to develop staff; and ii. Delay of employment/recruitment permits.

Way Forward:

- i. To solicit fund to develop Staff; and ii. Close follow up to obtain employment/recruitment permits.

OBJECTIVE E: Capacity in Infrastructures and Facilities Enhanced.

Achievements:

- i. 1 Fast Rescue boat procured; ii. 3 lecturer halls and welding bay Constructed; and
- iii. 2 Old buildings (classrooms, Offices, workshop and Laboratories) rehabilitated.

Challenges:

- i. Inadequate funds for enhancement of infrastructure and facilities;
- ii. High cost of facilities; and iii. Rapid technological advancements.

Way Forward:

- i. Resources mobilization from different stakeholders (Development Partners) to support Institute's infrastructure; and ii. Development of collaborations with similar institutes globally for soliciting grants for obtaining training facilities.
- iii. To upgrade the Institute to modern teaching facilities

OBJECTIVE F: Resource Mobilisation and Financial Management Systems Strengthened.

Achievements

- i. Unqualified Financial Reports for the past five years.
- ii. Increase in revenue resulting from increase in students enrolment (TZS 3,023,723,205/= in FY 2013/2014 to TZS 6,039,834,139/= in

FY2020/2021)

- iii. Dedicated section for debt collection established.
- iv. Staff trained on how to use automated financial management systems
- v. Strengthened Internal Control systems

Challenges:

- i. Lack of evidences supporting documents for previous transactions ii. Withdraw of the Government to provide guarantee in soliciting funds from financial institutions
 - iii. Poor recording keeping iv. Lack of technical know-how on implementing the PPP v. No PPP solicited to fund development expenditure
- Way Forward:**

- i. Strengthen the use of automated Financial Systems on managing Institute's funds/resources. ii. Empower staff and involve experts from other PEs to implement PPP iii. Develop and implement the PPP framework iv. Strengthen internal sources of revenue
- v. Improve record storage facilities (archives)

2.6. STAKEHOLDERS' ANALYSIS

Stakeholder analysis identifies types of stakeholders and describes services offered by the Institute. The analysis also outlines the expectations of the stakeholders.

2.6.1. Key Stakeholders

DMI stakeholders includes the general public, marine transportation service providers, independent departments and agencies, development partners, other training Institution, Ministry responsible for maritime affairs, Workers Union and Associations in Transport, Contractors and Consultants, employee and service providers.

The role of DMI to its stakeholders and their expectations are summarized in Table 1 below: -

Table 1 Stakeholders Analysis

No.	Stakeholder	Service Offered	Expectation
1.	General Public	(i) Provision of training and awareness (ii) Provision of consultancy (iii) Research and publication for dissemination of knowledge.	(i) Quality trained personnel (ii) Professional and relevant consultancy (iii) Timely and accurate information

2.	Marine transportation service providers	(i) Provision of maintenance of life saving equipment (ii) Provision of qualified personnel (iii) Provision of consultancy	(i) Strengthen safety of marine transport. (ii) Vessels are manned with competent personnel.
3.	Independent Department and Agencies	Provision of timely and accurate information	(i) Quality assurance. (ii) Compliance (iii) Timely and accurate information
4.	Development partners	Provision of relevant information	(i) Timely and accurate information. (ii) Adherence to agreed performance target.
No.	Stakeholder	Service Offered	Expectation
			(iii) Value for money. (iv) Enhance friendly working relationships.
5.	Other training Institution	(i) Provision of qualified and competent personnel (ii) Provision of relevant and accurate information.	(i) Friendly working relationship (ii) Expansion of academic and marine programmes. (iii) Staff career development.
6.	Ministry responsible for maritime affairs	(i) Provision of timely and accurate information (ii) Provision of technical information related to maritime sector	Adherence to policy and relevant guidelines
7.	Workers Union and Associations in Transport sector.	Provision of information	Timely and accurate information.
8.	Contractors and Consultants	(i) Provision of information (ii) Provision of contract terms (iii) Payment of service delivered	(i) Timely payment (ii) Fair competition and level playing field (iii) Timely and accurate information.
9.	Employees	Provision of good working environment (Facilities, Infrastructure, Training, Motivation and Remuneration)	Better working environment

10.	Service providers	(i) Provision of information (ii) Provision of contract terms (iii) Payment for delivered services	(i) Timely payment (ii) Transparent and fair contract term (iii) Fair competition and level playing field.
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2.6.2. Way Forward for Stakeholders Analysis

Since stakeholders' expectations, among others, require DMI to provide adequate maritime transport training, the Institute will prepare a Client Service Charter to stipulate quality of training to be offered. The Institute will also conduct self-assessment to gauge quality of training against IMO capacity building requirements.

2.7. SWOC ANALYSIS

SWOC analysis was conducted to analyse the DMI's existing strengths, weaknesses, opportunities and challenges (threats). Strengths and weaknesses were determined through assessing internal factors of the Institute whereas challenges and opportunities were determined through assessing the external environment that has impact on institution's performance. Strengths, Weaknesses, Opportunities and Challenges of DMI are defined as:

- S-Strengths:** Are internal factors giving DMI an advantage in rendering services, or help to achieve its Mission and Objectives.
- W-Weaknesses:** Are internal factors, which are obstacles to the performance of DMI.
- O-Opportunities:** Are external factors that provide an opportunity to DMI and which if capitalized upon, could improve its chances in achieving its Mission and Objectives.
- C- Challenges:** Are external factors, which if ignored, could inhibit DMI chances of achieving its mission and objectives.

Therefore, the detailed SWOC analysis of DMI is based on the following criteria shown in Table 2 below: -

Table 2: SWOC Analysis

SN	Criteria	Strengths	Weaknesses	Opportunities	Challenges
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1.	Leadership and Management Style	(i) Established by the Act of Parliament No. 22 of 1991 (ii) Organizational Structure comprising of Governing Council, Top Level Management, Heads of Department/ Unit (iii) Existence of effective Workers Council Committee (iv) Effective participatory approach in decision making	Inadequate leadership skills to some of the leaders	(i) Presence of leadership training institutions locally and internationally (ii) IMO capacity building programmes	Adoption of electronic system in the Government
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SN	Criteria	Strengths	Weaknesses	Opportunities	Challenges
		(v) Active coordination with parent Ministry (vi) Skilled Management that is committed with gender balance			

2.	Training Environment and Facilities	(i) Registered by NACTE as Training Institute to offer Engineering and other Sciences (ii) ISO 9001:2015 Certified (iii) Strategically located at the heart of DSM city and along Indian ocean (iv) owns 3 plots for expansion of its services	(i) Inadequate infrastructures (ii) Insufficient teaching aids and facilities	- Strategic development of maritime infrastructures - Need for Life Saving appliances and Fire Fighting Appliances Service for ships and ashore	(i) Limited funds for development of new projects
3.	Training Staff	(i) Existence of 53 qualified and experienced academic and administrative staff (ii) 2 number of staff undergoing Doctorate degree programmes (iii) Existence of a Staff Development Plan (iv) Existence of a Schemes of Service in	(i) Shortage of 86 Staff (ii) Inadequate funds for staff training and recruitments of new staff	Need for postgraduate maritime studies and related fields	(i) Dependence on government subvention (ii) Limited resources to train staff (iii) Gender imbalance amongst student taking maritime transport training (iv) Unavailability of specialized maritime transport

SN	Criteria	Strengths	Weaknesses	Opportunities	Challenges
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		place			expertise in Tanzania (v) Low package of Incentive scheme compared to other Institutions offering similar services with DMI
4.	DMI Market	(i) High demand for competent maritime transport personnel (ii) Blue economy is one of Government Priorities	Maritime transport cadre not well known among the general public	High demand of competent manpower in maritime sector	Competition from other training institutions
5.	Research capacity	(i) DMI has capacity to conduct research in maritime and other related areas.	Few organizations that demand maritime transport researches	(i) Industry needs for maritime research and consultancy in maritime sector and other related fields of expertise (ii) Development of offshore oil and gas industry	Highly competitive research capacities in other maritime training institutions world-wide
6.	Training Programmes	(i) DMI has Programmes Accredited by NACTE and TASAC (ii) DMI has capacity to offer programmes from NTA 4-9 and Certificate of competency	Unavailability of sea time for students among	(i) Growth of World seaborne Trade as stipulated in the Blue Economy documents (ii) Recognition from other international maritime training institutions	(iii) Inadequate sea service training for continuing students and graduates

		programmes from Ratings			
SN	Criteria	Strengths	Weaknesses	Opportunities	Challenges
		to Officers			

2.8. PESTEL ANALYSIS

DMI conducted Political, Economical, Social, Technological, Environmental and Legal aspects (PESTEL) analysis by scanning its external environment. The PESTEL analysis describes a framework of macro environmental factors used in environmental scanning components including day to day, short, medium and long terms term objectives of Strategic Management. The PESTEL Analysis is as described hereunder: -

(a) Political Aspect

Strength – Political willingness which supports the implementation of various Transport Sector Projects. Some of Flagship Projects are development of port infrastructures through Dar es Salaam Maritime Gateway Project (DMGP) and construction and rehabilitation of MSCCL ships. Other projects include support to DMI on its infrastructural and facilities projects.

Challenges:

- i. The political desire is higher than available resources;
- ii. Continuous changes of political priority in Transport and Infrastructure development.

Way Forward:

- i. Involve political leaders in technical analysis through workshops and seminars in order to facilitate objective decisions making;

- ii. To facilitate politician to understand the technical objective of maritime training facilities and environment as a key foundation for tapping Blue Economy opportunities.

(b) Economic Aspect

Strength:

- i. Gross Domestic Product (GDP) has been increased steadily from 6.9% in 2015 to 7.3% in 2019³. Stead increase in GDP enables the country to effectively dialogue with Development Partners in undertaking development of key maritime transport infrastructure and facilities.

³ 14th Tanzania Economic Update, World Bank Group

- ii. Growth rate at constant prices of 2015 steadily grew from 6.2 attained in 2015 to 7.0% attained in 2019. The increase in Growth Rate is an indicator that Tanzania's economy will attain higher category than the current Middle-Income country if sustained and increased through tapping the Blue Economy opportunities.

Challenges:

- i. Inadequate internal sources of funds to support development and enhancement of maritime transport infrastructures and training equipment;
- ii. High cost of maritime transport facilities.

Way Forward:

- i. To conduct awareness campaigns to decision makers on the need to enhance maritime transport training at DMI;
- ii. To create public awareness on opportunities available in the maritime transport through the Blue Economy.
- iii. Conduct dialogue meetings with potential sponsors in the maritime training with a view of soliciting funding for capacity building of DMI lecturers.
- iv. Solicit collaborations with other maritime training institutes with a view of increasing capacity of DMI.

(c) Social Aspect

Strength:

- i. Developed maritime transport infrastructure and associated services leading to opening up of other socio-economic activities;

- ii. Population growth that supports growth of maritime economic activities.

Challenges:

Maritime transport cadre still seen and observed to be a gender sensitive one.

Way Forward:

To provide awareness to community on maritime transport cadre as one for every one and not for males only.

(d) Technological Aspect

Strength:

Technology supports management of maritime transport operations. Examples are tracking systems. On the other hand, use of modern technology leads to increased efficiency and effectiveness e.g., rapid mass transit systems.

Challenge:

- i. Rapid change in technology require frequent updating and capacity building;
- ii. High cost of adopting technology.

Way forward:

- i. Keep abreast of technological changes through continuous training and purchase of new equipment which are technologically advanced.
- ii. To ensure technological capacity building is implemented.

(e) Environmental Aspect

Strength:

Existence of Environmental Policy of 1997 and Environmental Act of 2004.

Challenges:

Rough seas due to climate change.

Way forward:

- i. To ensure awareness through environmental protection and conservation is part and parcel of training programmes.
- ii. To participate in National Maritime Transport Policy and ensure it accommodates issues related to Climate Change.

(f) Legal Aspect**Strength:**

Existence of IMO Conventions that have been ratified which form legal framework to oversee legal issues in the maritime transport sector in the country.

Challenges:

Long process of ratification of IMO Convention and Protocols.

Way Forward:

- i. Liaise with the Ministry of Works and Transport (Transport) to fast track the process of ratification and domestication of IMO Conventions and Protocols having national interest.
- ii. Sensitization to politicians and government experts on IMO Conventions and Protocols that are related to training and capacity building in the maritime industry.

2.9. CRITICAL ISSUES

These are areas that will require institution's close attention during the midterm plan in the fifth Corporate Strategic Plan (CSP) operation. The critical areas for future improvements which need to be addressed in the next five (5) years of the CSP in order to guide the planning process and resources allocation are given below:

- i. Marketing strategies
- ii. Education and Training services
- iii. Infrastructures and Facilities
- iv. Research and Consultancy
- v. Financial Management
- vi. Human Resources Management
- vii. healthy, safety and security
- viii. Quality Assurance
- ix. Good Governance

2.10. RECENT INITIATIVES

Over the last few years, several initiatives have been undertaken in the maritime transport that DMI can take advantage of in enhancing its general objective of training maritime transport personnel. These initiatives are:

- i. Recognition of Blue Economy as major source of global economy;
- ii. Increased rate of oil and gas ashore and off shore facilities;
- iii. Construction of new passenger vessel at Lake Victoria namely MV

Mwanza; iv. Undertaking of major rehabilitation of two ships namely MV

Butiama Hapa Kazi Tu and MV Victoria Hapa Kazi Tu ;

v. Building of permanent infrastructure (slipways) at Lake Victoria;

vi. Construction of one new passenger vessel at Lake Nyasa;

vii. Construction of two new self-propelled barges plying in Lake

Nyasa; viii. Minor rehabilitation of vessels at lakes to smoothen operation of MSCL; Proposed construction of one new wagon ferry plying in Lake Victoria and one new self-propelled barge plying in Lake

Tanganyika; ix. Modernization of Dar es Salaam, Tanga and Mtwara Ports.

These recent initiatives are among issues that need increased number of competent maritime transport personnel who will be trained and retrained at DMI.

CHAPTER THREE

THE PLAN

3.1 INTRODUCTION

This Chapter presents the Plan that is envisaged to be implemented and realized in a five (5) years period 2021/2022 - 2025/2026. It shows how various strategic interventions to be undertaken during the five (5) years of the strategic planning cycle that will lead to the achievement of DMI's objectives. The Chapter states the Vision, Mission, Core Values and objectives to be achieved through a set of strategies and targets which indicate the aspiration and character of DMI. These are guided by the following policies and rules: The DMI Act, 1991; International Convention on Standards of Training, Certification and Watch-keeping for Seafarers (STCW 78) as amended; National Development Vision 2025; The Higher and Technical Education Sub Master Plan (2003); Medium Term Expenditure Framework (MTEF 2019/2020 Financial Year); National Five Years Development Plan III; National Transport Policy 2003; Higher Education Policy and Vision 2025; National Strategy for Growth and Reduction of Poverty (NSGRP) and National Science and Technology Policy (1996).

3.2 VISION, MISSION AND CORE VALUES

3.2.1 VISION

The guiding Vision of the Dar es Salaam Maritime Institute for this Plan shall be: *'To be the leading centre of excellence in training, research and consultancy in maritime and related disciplines.'*

3.2.2 MISSION

The DMI's Mission envisages: *'To provide high quality demand-driven training, research and consultancy services in maritime and related disciplines in the Sub-Saharan Africa and beyond.'*

3.2.3 CORE VALUES

In pursuing its Vision and Mission, DMI will be guided by the following cored values in Table 3:

Table 3: Core Values of DMI

SN	Core Value	Our Role
1.	Customer Focused	The Institute is committed in providing high quality services to meet both internal and external customers' satisfactions.

2.	Professional and Academic Excellency	The Institute endeavours to maintain high standards of professionalism and academic excellence.
SN	Core Value	Our Role
3.	Creativity and Innovation	The Institute encourages initiatives, new ideas and recognizes contributions that lead to better performance and on-board new technological changes.
4	Integrity	The Institute employs the highest ethical standards that demonstrate honest and fairness.
5.	Accountability and Responsibility	The Institute is answerable for its decisions, actions and timely attention to stakeholders' needs.
6.	Team Work	The Institute work together, share experiences and respect each other to realize our common goal.

In executing its mandates, DMI will establish itself as a customer focused training institution, offering excellent professional and academic maritime transport training relaying on creativeness and innovative, employing highest ethical standards and accountable for all its decisions. In undertaking these core norms and value, DMI will ensure team work is the source of its success.

3.3 OBJECTIVES

This Section presents major objectives strategies and targets to be attained during the period of five years from 2021/2022 – 2025/26. The Section also presents the performance indicators for each target. The objectives include:

- A. Management of HIV/AIDS and Non-Communicable diseases improved
- B. Implementation of National Anti-Corruption strategy enhanced and corruption incidences reduced
- C. Education, Training and Maritime Capacity Building Improved
- D. Research and Consultancy Services Strengthened
- E. Working, Teaching and Learning Environment Improved
- F. Support services to deliver institute functions strengthened

OBJECTIVE A: Management of HIV/AIDS and Non-Communicable disease Improved

Rationale for Objective A:

HIV/AIDS is a pandemic that has an implication in the supply and demand of human resource and future operation of the Nation. The pandemic is affecting

the labour force and reduce the earnings and loss of experienced staff. Prevalence of HIV among adults between 15 to 64 years in Tanzania is 5.0 percent (6.5 percent among females and 3.5 percent among males). This corresponds to approximately 1.4 million people living with HIV/AIDS aged 15 to 64 years in Tanzania. On the other hand, Non-Communicable Diseases (NCDs) threaten Tanzanian workforce. The Sector intends to implement National guidelines on NCDs to combat their prevalence/occurrence. Thus, the Sector will continue to sensitize its staff on changing their life styles, promote physical health exercises and provide support to employees suffering from these diseases. In relation to this, some measures have already been taken to address the situation. Two Strategies and three Targets have been planned to address main issues surrounding HIV/AIDS and NCDs.

Strategy for Objective A:

- i. Advocate HIV/ AIDS preventive and provide supportive measures; ii. Advocate for NCDs prevention and control measures.

Targets for Objective A:

- i. A01: HIV/AIDS and NCD preventive interventions programme implemented by June 2026;
- ii. A02: Supportive services to staff living with HIV/AIDS provided by June 2026;

Key Performance Indicators

- i. Percentage change in HIV infection; ii. Level of satisfaction of HIV supportive services;
- iii. Percentage of staff with NCDs; iv. Staff mortality rate.

OBJECTIVE B: Implementation of National Anti-Corruption strategy enhanced and corruption incidences reduced

Rationale for Objective B:

Good governance is one of the key attributes of the Tanzania Development Vision 2025. It emphasises the need to strengthen a culture of accountability and transparency, rewarding good performance and effectively curbing corruption and evils in the society. Equally, social and gender equity are central planning principles for wealth creation and distribution in the society.

The Institute has been implementing anti-corruption strategies by improving accountability and transparency in all places where it operates. Likewise, the Institute has ensured equal opportunities to all stakeholders and community

groups to maritime training, research and consultancy. In year 2020, the number of females in overall employment in the Institute was 23, which represents 28% of the total 83 employees.

Currently, evidence of incidences related to corruptions in the Institute have not been proved or established. Yet, gender proportion in the Institute is skewed to male staff. Moreover, percentage of females benefitting from maritime training, research and consultancy is low accounting at 22% of the beneficiaries.

There is a need to maintain good governance practices and gender mainstreaming aspects in execution of the Institutes' functions. Two main strategies and four Targets have been planned to promote measures for enhancing good governance and gender mainstreaming. Moreover, seven output and four outcome indicators will be used to track achievements of the Targets and the Objective, respectively.

Strategy for Objective B: Strengthen transparency, accountability and rule of law.

Targets for Objective B:

- i. B01: Programmes for Good Governance and Anti-corruption implemented by June 2026;
- ii. B02: Ethics awareness raising programmes completed by June 2026; iii. B03: A system for accessing relevant public information developed and implemented by June 2026.

Key Performance Indicators

- i. Percentage change of corruption incidences; and ii. Percentage of complaints resolved

OBJECTIVE C: Education, Training and Maritime Capacity Building Strengthened

Rationale for Objective C:

Among the identified issues intended to address the inadequacy in the maritime transport industry is maritime human resource capacity building. Maritime personnel have to be certified using the STCW 78 and associated amendment for them to qualify for employment in maritime vessels. Training to acquire the necessary certification in Tanzania is undertaken at DMI. The formulated objective addresses the challenges of certification by ensuring adequate training is undertaken for cadres in the maritime transport industry.

Strategy for Objective C:

- i. Produce competent human resources to meet national and international standards.

Targets for Objective C:

- i. C01: 23,000 students for long and short course programmes enrolled by June 2026
- ii. C02: 10,000 students long course programmes trained by June 2026
- iii. C03: 13,000 students for short courses trained by June 2026 iv. C04: 30 Tailor-made courses offered by June 2026 v. C05: 10 Conferences conducted by June 2026
- vi. C06: 75 Curricula for long course programmes accredited by June 2026 vii. C07: 50 Short courses Curricula Accredited by June 2022
- viii. C08: Foster and establish relations with 10 training Institutions and Industry both National and International annually by June 2026 ix. C09: Examinations and certification of 23,000 students facilitated by June 2026

Key Performance Indicators

- i. Number of students enrolled ii. Number of Curricula accredited
- iii. Number of students trained in long and short courses iv. Number of graduates

OBJECTIVE D: Research and Consultancy Services Strengthened**Rationale for Objective D:**

Any higher learning training has a responsibility of participating in undertaking research works in their areas of jurisdiction because it is the basis for building knowledge. However, during the past five years, training personnel at DMI have only undertaken a handful research works. Need for more research works is inevitable especially during this era where Blue Economy is the new agenda for facilitating global and individual countries economic growth. It is in this regard that this objective addresses the issue of strengthening research and consultancy works over the next five years.

Strategies for Objective D:

- i. Strengthen research and consultancy expertise

Targets for Objective D:

- i. D01: 60 staff trained on research and consultancy by June 2026
- ii. D02: 100 research papers published by June 2026
- iii. D03: 25 Consultancy services conducted annually by June 2026
- iv. D04: 10 Issues of Journal published by June 2026

Key Performance Indicators

- i. Number of research papers published
- ii. Number of staff trained on research and consultancy
- iii. Number of Issues published

OBJECTIVE E: Working, Teaching and Learning Environment Improved

Rationale for Objective E:

Training including the undertaking of research and consultancy in the maritime industry requires a special environment. This includes adequate lecture rooms and availability of high-tech simulators. However, existing training facilities are either obsolete or outdated. That notwithstanding, of the lecture rooms requires maintenance and/or rehabilitation. DMI needs new training equipment, rehabilitation of some of the training equipment, additional lecture rooms and rehabilitation of existing lecture rooms.

It is in this regard that this objective is intended to ensure the working, teaching and learning environment is improved.

Strategies for Objective E:

- i. Ensure conducive working environment

Targets for Objective E:

- i. E01: Supervision and Maintenance of Institute Infrastructures facilitated by June, 2026
- ii. E02: The Main campus, Simiyu and Mkuranga Infrastructures developed by June, 2026
- iii. E03: Teaching and Learning facilities enhanced by June, 2026
- iv. E04: Maintenance and Improvement of Library services facilitated by June, 2026

Key Performance Indicators:

- i. % of operation and infrastructure maintained
- ii. % of infrastructures developed

OBJECTIVE F: Support Services to Deliver Institute Functions strengthened**Rationale for Objective F:**

Human resource capacity; conducive work environment; and financial and procurement management are major pillars for improving institutional performance in service delivery to all stakeholders. Institutional performance in terms of efficient and effective provision of quality services to stakeholders will continue to depend on well-functioning of various management systems. These systems evolve around strengthening of overall administration; human resource, financial and procurement management; monitoring, evaluation and reporting; Information and Communication; legal services and internal controls.

The Act establishing Dar es Salaam Maritime Institute section 4 gives the Institute four main functions. They zoom around issues described above. In order to achieve these mandated functions, it entails the Institute to have adequate supporting departments, ensure adherence to cross cutting issues like procurement and finance management, personal emolument is undertaken timely, and other administrative issues.

It is in this regard that this objective addresses issues related to ensuring a strengthen environment that facilitates DMI's capacity to deliver mandated functions.

Strategies for Objective F:

- i. Timely Institutional services delivery

Targets for Objective F:

- i. F01: Legal Expertise and BoG Functions strengthened by June 2026; ii. F02: Procurement functions strengthened by June 2026; iii. F03: Internal and External Audits facilitated by June 2026 iv. F04: Financial Management and Accountability facilitated by June 2026;
- v. F05: Public Relation functions implemented by June 2026;
- vi. F06: ICT functions facilitated by June 2026;
- vii. F07: Institutional Plans implemented, monitored and evaluated by June 2026; viii. F08: Human Resources and Administrative functions facilitated by June 2026; ix. F09: Quality Assurance and Compliance Audit facilitated by June 2026

Key Performance Indicators:

- i. % Of Budget Plan implemented
- ii. % of Annual Procurement Plan implemented
- iii. % Of revenues collections
- iv. % Of plans implemented
- v. Number of Clean audited financial statements

3.4 STRATEGIC PLAN MATRIX

The Strategic Plan matrix summarizes all the objectives, strategies, targets and outcome indicators to be implemented in the MTSP. This matrix is indicated in Annex 3 of this document.

CHAPTER 4 RESULT FRAMEWORK

4.1 PURPOSE AND STRUCTURE

This Chapter describes a system by which effective and efficient implementation of the plan and sustainability of its intended impact will be monitored and evaluated. The system is a review mechanism to monitor progress and assess outcomes compared to original objects and expectations.

4.2 DEVELOPMENT OBJECTIVE (GOAL)

The Development Goal of DMI is *improved quality of maritime transport personnel and services*. This goal represents the highest level of results envisioned by the DMI, though other key players specifically training institutes significantly contribute towards the achievement of this Development Goal. Meanwhile, the achievement of this Development Goal amongst others will be influenced by the level of availability of financial and human resources, investments in training facilities at DMI and political commitment to oversee development of the maritime transport sector.

4.3 BENEFICIARIES OF DMI

Beneficiaries of DMI are mainly stakeholders of the maritime transport sector. They include:

- i. Direct beneficiaries of the services offered by DMI include institutions that provide maritime transport services. Some of these institutions include MSCL, Tanzania Ports Authority (TPA), local and international privately owned maritime companies, training institutes, local and international maritime transport personnel; and
- ii. Indirect beneficiaries include other MDAs, Government parastatals, civil societies, diplomatic missions, Regional and International organizations and Development Partners.

The Sector intends to implement strategies with a view of enhancing a conducive environment for transportation, effective utilization of available resources and finally effective management system. This intention will finally pave a way towards sustainable socio-economic development.

4.4 LINKAGE WITH NATIONAL PLANNING FRAMEWORKS

This Corporate Strategic Plan implements is aligned to the National Five-Year Development Plan. It also implements the International Convention on Standards of Training, Certification and Watch-keeping for Seafarers (STCW 78) as amended, National Transport Policy (2003), DMI's legislation and other national and international policies and strategies.

The development thrust of the Dar es Salaam Maritime Institute for the next five years will be guided by the following:

- i. Improving capacity of maritime personnel;
- ii. Carrying out researches and Consultancies in order to build the body of knowledge related to the maritime transport sector;
- iii. Improving training environment by constricting new buildings, rehabilitating existing ones and purchasing training facilities;
- iv. Enticing collaborations with similar but more advanced maritime related training institutions world-wide with a view of strengthening training and research capacities among the academic staff; and
- v. Exploiting through researches Blue Economy opportunities available and availing them to stakeholders.

4.5 THE RESULTS FRAMEWORK

This matrix contains Dar es Salaam Maritime Institute Development Goal, objective codes, medium term objectives, intermediate outcomes and outcome indicators. It envisions how the goal will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards the achievement of the intermediate outcomes and Strategic Plan objectives. It should be noted that, achievement of the DMI Development Goal will be contributed by several stakeholders, and may not be completely attributed to interventions under this Corporate Strategic Plan. The Results Framework Matrix is detailed in Table 4 below:

Table 4: Result Framework Matrix

Development Objective	Objective Codes	Medium term Objectives	Intermediate Outcomes	Outcome Indicators
Improved quality of maritime transport personnel and services	A	Management of HIV/AIDS and Non-Communicable diseases improved.	i. Increased staff awareness on HIV/AIDS care and prevention; ii. Increased staff awareness on NCD care and prevention; iii. Increased staff who voluntarily tests for HIV/AIDS.	i. Percentage change in HIV infection; ii. Level of satisfaction of HIV supportive services; iii. Percentage of staff with NCDs; iv. Staff mortality rate.
	B	Implementation of National AntiCorruption strategy enhanced and corruption incidences reduced	i. Number of seminars conducted on anti-corruption; ii. Reduced corruption allegation; iii. Number of training/seminars on ethics awareness; iv. Improved Institute's image to the public.	i. Programmes for Good Governance and Anticorruption implemented by June 2026; ii. Ethics awareness raising programmes completed by June 2026; iii. A system for accessing relevant public information developed and implemented by June 2026.

	C	Education, Training and Maritime Capacity Building Strengthened	i. Increased number of enrolled students; ii. Increased number of accredited curricula; iii. Increased compliance to maritime laws and regulations among	i. Number of students enrolled ii. Number of Curricula accredited iii. Number of students trained in long and short courses
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Development Objective	Objective Codes	Medium term Objectives	Intermediate Outcomes	Outcome Indicators
			seafarers. iv. Increased cooperation with other academic institutions	iv. Number of graduates
	D	Research and Consultancy Services Strengthened.	i. Increased number research papers; ii. Increased capacity of research undertaking among teaching staff of the Institute.	i. Number of research papers published ii. Number of staff trained on research and consultancy iii. Number of Issues published

E	Working, Teaching and Learning Environment Improved.	i. Improved working environment; ii. Improved practical teaching capacity; iii. Increased compliance international maritime training regulations.	i. % of operation and infrastructure maintained; ii. % of infrastructures developed.
F	Support services to implement institute functions strengthened.	i. Increased customer satisfaction; ii. Reduced complaints; iii. Increased employee performance.	i. % of budget implemented ii. % APP implemented iii. % of revenues collections iv. % of plans implemented v. % of audit undertaken

4.6 MONITORING, REVIEWS AND EVALUATION PLAN

This sub-section details Monitoring Plan, Planned Reviews and Evaluation Plan which covers the period of implementing this Strategic Planning from 2021/2022 to 2025/2026.

4.6.1 Monitoring Plan

The Monitoring Plan consists of indicators, indicator description, baseline, indicator target values, data collection, and method of analysis. Indicator reports the number of frequencies and officers who will be responsible for data collection, analysis and reporting. Though outcome indicators will be reported on annual basis, tracking of the indicators will be made on quarterly basis

4.6.2 Planned Reviews

This consists of review meetings, planned milestones reviews and rapid appraisals with their frequencies.

i. Review Meetings

DMI plans to have review meetings to track progress on the milestones, activities and targets/outputs critical for achievement of organizational objectives. It will involve determination of type of meetings, their frequencies, designation of chairpersons and participants in each meeting and participants to each meeting. Table 5 below outlines the planned review meetings.

Table 5: Planned Review Meetings Matrix

SN	TYPE OF MEETINGS	FREQUENCY	CHAIRPERSON	PARTICIPANTS
1.	Departmental meetings	Monthly	Heads of Departments and Units	All staff in Departments or units
2.	Management meeting	Monthly	Principal	All Heads of Sections/Departments and Units
3.	Mid-Year Performance review meeting	Semi annually		
4.	Budget Meeting	Semi-Annually		
5.	Tender Board Meetings	Quarterly		Tender Board Members
6.	Workers Council	Semi annually		Workers Council Members
7.	Annual Procurement Approval Meeting	Annually		Management Team
8.	Staff Meeting	Semi annually		DMI Staff

9.	Academic Assembly	Semi annually	Deputy Principal Academics	Academic Staff
10. A	Academic Council	After every	Principal	Academic Committee
SN	TYPE OF MEETINGS	FREQUENCY	CHAIRPERSON	PARTICIPANTS
		semester		
11.	Management Review Meeting	Annually	Principal	All Heads of Sections/Departments and Units
12.	Board Meeting	Quarterly	Chairperson	Board of Governors
13.	Integrity & Ethical Committee	Semi Annually	Chairperson	Committee members
14.	Employment & Disciplinary meeting			Committee members
15.	Staff development & Training committee			Committee Members
16.	ICT Committee	Quarterly	Chairperson	Committee Members
17. Q	Quality Audit Committee	Quarterly	Chairperson	
18.	Internal Audit Committee	Quarterly	Chairperson	

ii. Rapid Appraisals

SN	Rapid Appraisal	Description	Appraisal Study Area	Methodology	Timeframe/ Frequency	Responsible Person
1.	Indicators baseline data study	The study intends to establish the baseline data for maritime transport training outcome indicators	(i) Number of trained students (ii) Students' satisfaction on maritime training (iii) Employment level of DMI's students (iv) Compliance to IMO training Code (v) Overall performance	(i) Documentary review (ii) Survey (iii) Observation	Dec 2021	Registrar

2.	Assessment of external	This study intends to establish	(i) Type of sponsorship whether	Literature review Survey	Annually	Registrar
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This subsection includes description of rapid appraisals to be implemented within a specified timeframe of the plan, appraisal questions, methodology and responsible person as indicated in Table 6. Each rapid appraisal intends to describe various techniques and practices useful to assess whether the stated targets will help to achieve the desired outcomes.

Table 6: Rapid Appraisal

SN	Rapid Appraisal	Description	Appraisal Study Area	Methodology	Timeframe/ Frequency	Responsible Person
	financing to Maritime Transport Training at DMI	reliability and sustainability of Maritime Transport Training Programme with external financing	(ii) grants or loans Percentage of external (iii) sponsorship to total training Terms and conditions attached with the grants/loans (iv) Impact of the grants/loans (v) Recommendations			

3.	Assessment of Training Programmes	The study intends to establish ways to improve training programmes	(i) Maritime industry training demands (ii) Demands for each training programme and their reasons (iii) Enrolment levels and completion rate for each programme (iv) Areas for improvement (v) Recommendations	(i) Documentary review (ii) Survey	Annually	Deputy Principal (Academic, Research and Consultancy)
4.	Assessment of Training Facilities	The study intends to find out how effective are the training facilities in improving training service delivery	(i) The level of training facilities compared to normal requirement (ii) Number of facilities available (iii) Reliability and adequacy of training	Documentary review	Annually	Deputy Principal (Academic, Research and Consultancy)
SN	Rapid Appraisal	Description	Appraisal Study Area	Methodology	Timeframe/ Frequency	Responsible Person
			facilities (iv) Missing training facilities (v) Areas for improvement (vi) Recommendations			

iii. Planned Milestones Reviews

Reviewing milestones is one of the necessary tools for any management to be effective. The planned DMI's milestones reviews will provide necessary information for management to act in case one or more milestones are off track or at risk. For each target, there is a milestone that will be monitored and reported as indicated in Table 7. The principal will use the planned milestones reviews to determine how each Department is attaining its functions towards completion of the Corporate Strategic Plan cycle.

Table 7: Milestone Reviews

Years	Planned Reviews	Milestones	Time frame	Responsible Person
Year 1 2021/22	Two reviews (mid-year and annual)	Preventive program on HIV/AIDS prepared	Dec 2021	Head of Human Resource and Administration
		Preventive program on NCDs prepared	Dec 2021	
		Supportive program for staff living with NCDs prepared	Dec 2021	
		Ethics awareness raising programme completed	June 2021	
		2,900 students enrolled for long and short courses	June 2022	Registrar
		1,500 students long course programme trained	June 2022	Academic Head of Departments
		2,400 students short course programme trained		
		Foster and establish relations with 2 training institutions and industry both national and International	March 2022	Deputy Principal Academic, Research and Consultancy
		12 staff trained on research and consultancy	June 2022	Head of Human Resource and Administration
		20 consultancies conducted annually	June 2022	Head of Professional Development Studies
		7 BoG meetings facilitated annually	June 2022	Head of Legal Services
Year 2 2022/23	Two reviews (mid-year and annual)	Preventive program on HIV/AIDS implemented	Dec 2022	Head of Human Resource and Administration
		Supportive services provided to staff living with HIV/AIDS provided	Mar 2023	
		Ethics awareness raising programme completed	Sept 2022	
		System of access relevant public information developed	Dec 2022	

		4,600 students enrolled for long and short courses	June 2023	Registrar
		1,800 students long course programme trained	June 2023	Academic Head of Departments
		2,800 students long course programme trained		

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		Foster and establish relations with training institutions and industry both national and International	March 2023	Deputy Principal Academic, Research and Consultancy
		24 staff trained on research and consultancy	June 2023	Head of Human Resource and Administration
		Research and Publication Policy reviewed	June 2023	Head of Professional Development Studies
		15 consultancies conducted annually	June 2023	
		7 BoG meetings facilitated annually	June 2023	Head of Legal Service
Year 3 2023/24	Two reviews (mid-year and annual)	NCD prevention intervention programme implemented	Dec 2023	Head of Human Resource and Administration
		Ethics awareness raising programme completed	June 2023	
		5,000 students enrolled for long and short courses	Dec 2023	Registrar
		2,200 students long course programme trained	June 2023	Academic Heads of Departments
		2,800 students short course programme trained		
		Foster and establish relations with 2 training institutions and industry both national and International	March 2023	Deputy Principal Academic, Research and Consultancy
		48 staff trained on research and consultancy	June 2023	Head of Human Resource and Administration

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Development studies

DMI/PU/CSP/01

CSC meetings facilitated annually

June 2023

Head of Legal

	DMI/PU/CSP/01	Prevention intervention programme	Dec 2024
			Head of Human Resource

	DMI/PU/CSP/Q1		and Administration

DMI/PU/CSP/Q1

Students enrolled for long and short

Dec 2024

Registrar

Year 4 2023/24	Two reviews (mid-year and annual)	2,5000 students long course programme trained	June 2024	Academic Heads of Departments
		2,600 students short course programme trained		
Years	Planned Reviews	Milestones	Time frame	Responsible Person
		Foster and establish relations with 2 training institutions and industry both national and International	March 2025	Deputy Principal Academic, Research and Consultancy
		15 consultancies conducted annually	June 2025	Head of Professional Development studies
		7 BoG meetings facilitated annually	June 2025	Head of Legal services
Year 5 2025/26	Two reviews (mid-year and annual)	Ethics awareness raising programme completed	Dec 2025	Head of Human Resource and Administration
		5,100 students enrolled for long and short courses	June 2026	Registrar
		2,000 students long course programme trained	June 2026	Academic Heads of Departments
		2,600 students short course programme trained		
		72 Circular for long course programme accredited	June 2026	Deputy Principal Academic, Research and Consultancy
		48 Circular for short course programme accredited	June 2026	
		Foster and establish relations with 2 training institutions and industry both national and International	March 2026	
		60 staff trained on research and consultancy	June 2026	Head - HRA
		15 consultancies conducted annually	June 2026	Head of Professional Development studies
		100 Research Papers published	June 2026	
		6 BoG meetings facilitated annually	June 2026	Head of Legal Services

4.6.3 Reporting Plan

DMI's Reporting Plan contains internal and external reporting plans. The plan is in accordance with statutory requirements, Medium Term Strategic Planning and Budgeting Manual or as may be required from time to time.

i. Internal Reporting Plan

This Plan will involve preparation of two (2) types of reports indicated in Table 8 below. These reports will be prepared on weekly, monthly, quarterly and annually. The Reporting Plan is detailed in table 8 below.

Table 8: Internal Reporting Plan

SN	Type of Report	Recipient	Frequency	Responsible Person
1.	Academic, Research and Consultancy Report	Principal	Quarterly/ Annually	Deputy Principal – Academic, Research and Consultancy
2.	Planning, Finance and Administrative Report	Principal	Quarterly	Deputy Principal – Planning, Finance and Administration

ii. External Reporting Plan

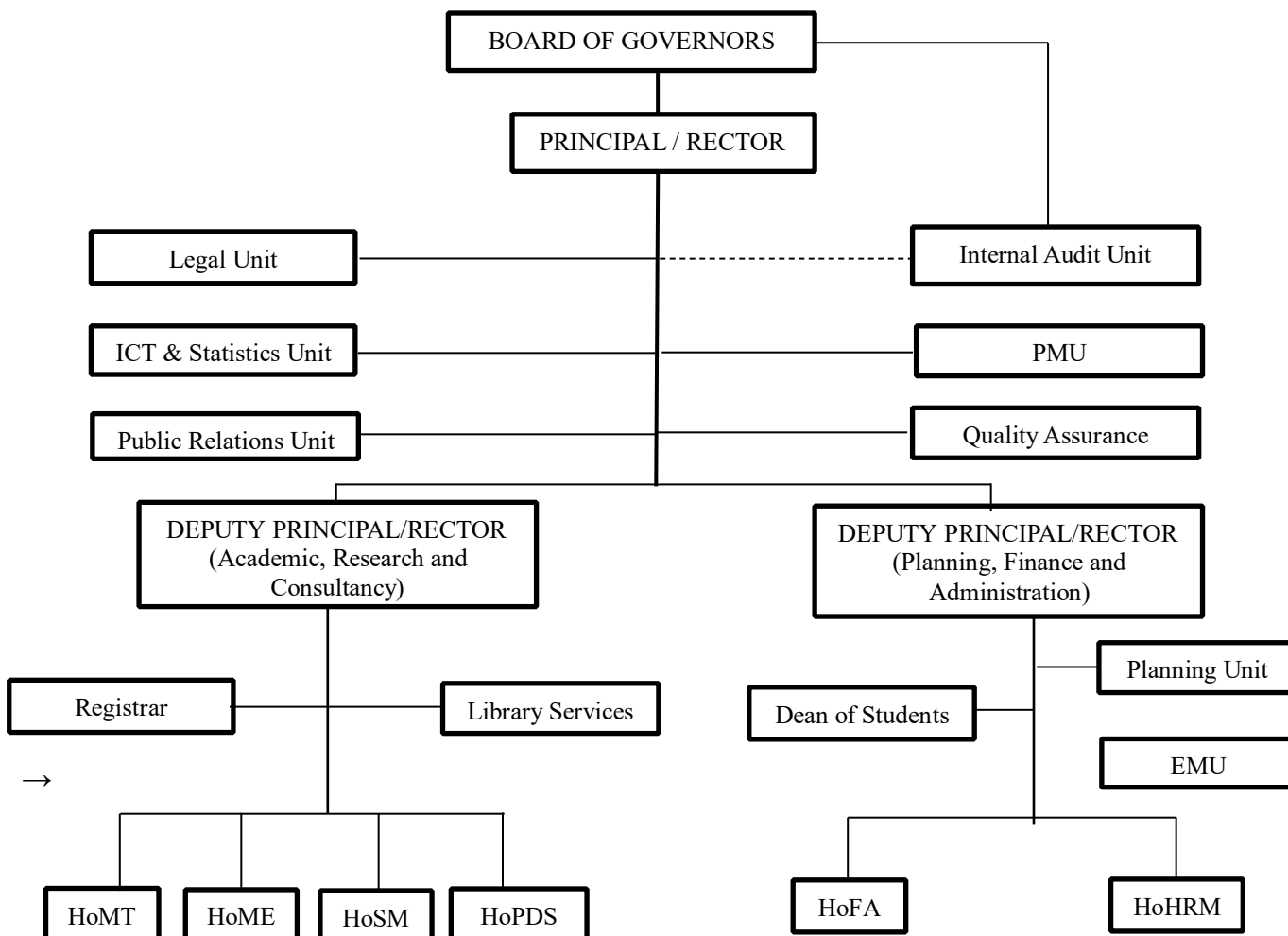
This Plan will involve preparation of statutory requirements as directed as well as the Government Performance reporting requirements as stipulated in the Strategic Planning and Budgeting Manual.

Table 9: External Reporting Plan

SN	Type of Report	Recipient	Frequency	Responsible Person
1.	Revenue & Expenditure	MoFP/MoWT	Quarterly	Principal
2.	Financial Statement	CAG/MoFP/CAG/Public	Annually	Principal
3.	Ruling Party Manifesto Implementation	MoWT	Quarterly/Annually	Principal
4.	Procurement Report	PPRA/MoFP/MoWT CAG	Quarterly/Annually	Principal

5.	Annual Transport and Meteorological Statistics Report	MoWT	Annually	Principal
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ANNEX 1: DMI ORGANIZATION STRUCTURE



KEY

DP/ARC: Deputy Principal, Academic Research & Consultancy

DP/PFA: Deputy Principal, Planning, Finance & administration

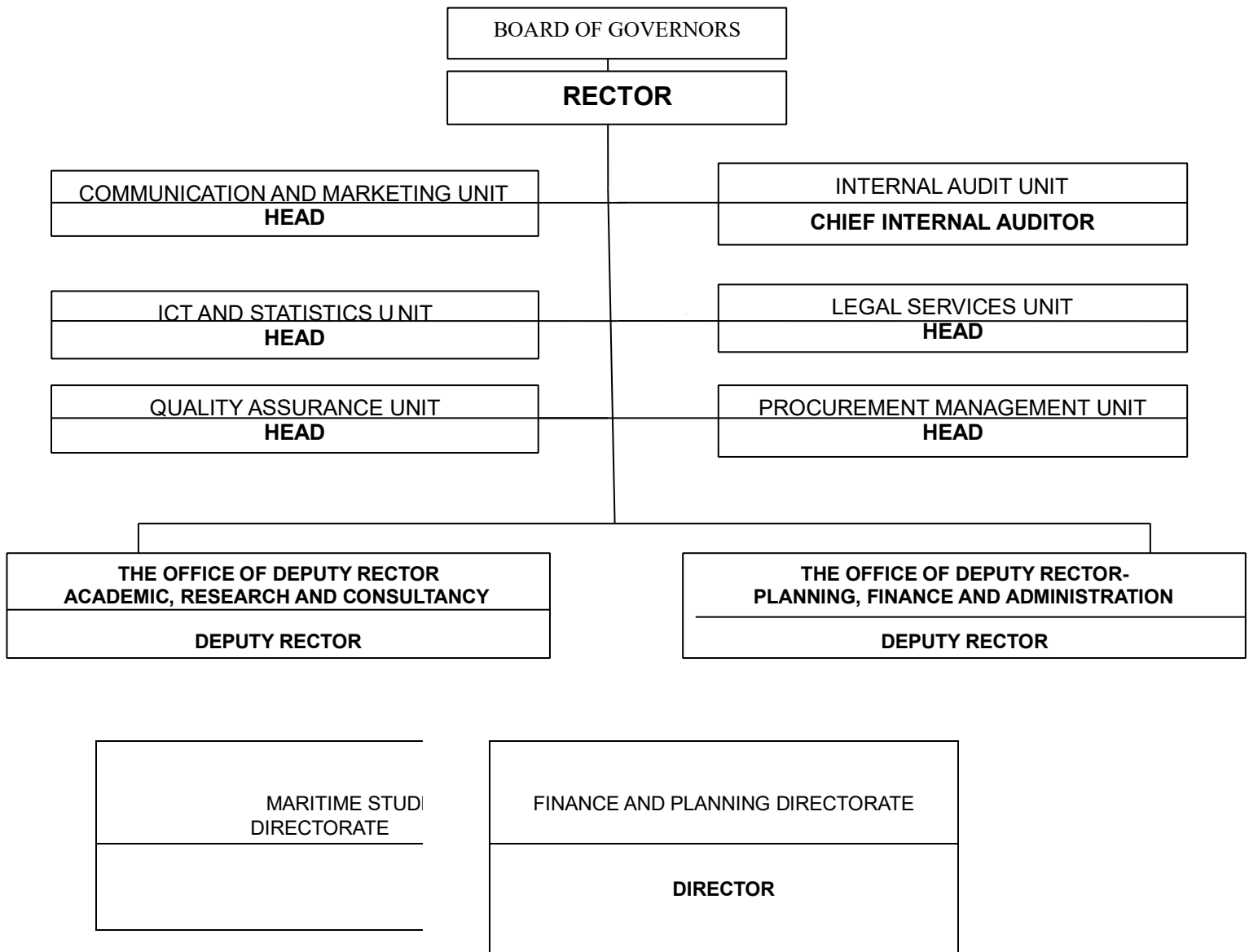
HoFA: Head of Finance and Accounts Department

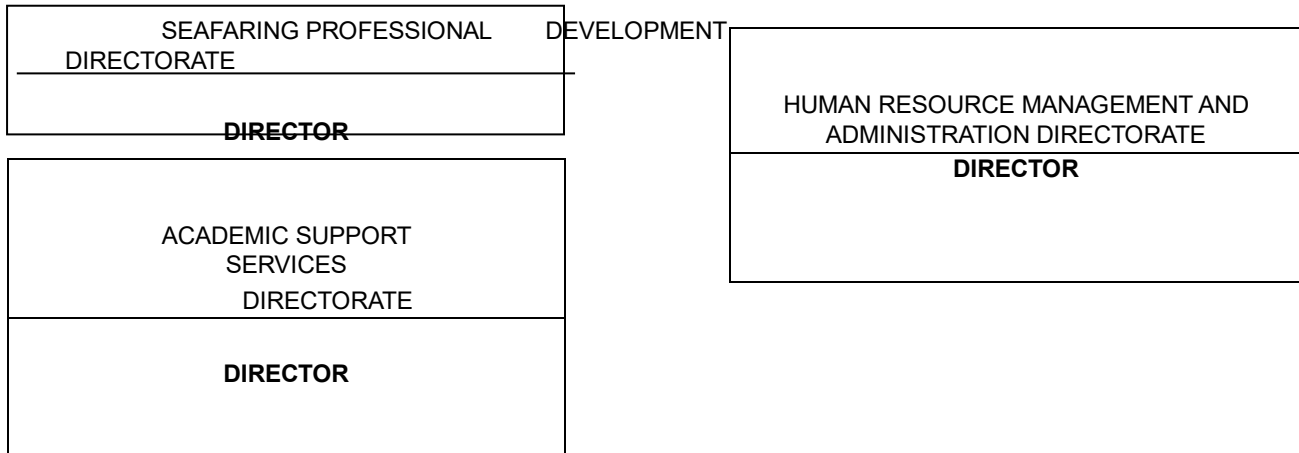
HoHRM: Head of Human Resources Management and Administration Department

HoME: Head of Marine Engineering Department

HoMT: Head of Maritime Transportation Department
 HoPDS: Head of Professional Development Services Department
 HoSM: Head of Science and Management Department
 ICT Unit: Information and Communication Technology Unit
 PMU: Procurement
 Management Unit EMU:
 Estate Management Unit

ANNEX 2: DMI PROPOSED ORGANIZATION STRUCTURE





ANNEX 3: THE STRATEGIC PLAN MATRIX

OBJECTIVE	OBJECTIVE DESCRIPTION	STRATEGY	TARGETS	RESPONSIBLE PERSON	OUTCOME INDICATORS
A	Management of HIV/AIDS and Non-Communicable disease Improved	i. Advocate HIV/ AIDS preventive and provide supportive measures; ii. Advocate for NCDs prevention and control measures.	A01: HIV/AIDS and NCD preventive interventions programme implemented by June 2026;	Head of Human Resource and Administration	i. Percentage change in HIV infection; ii. Level of satisfaction of HIV supportive services; iii. Percentage of staff with NCDs; iv. Staff mortality rate.
			A02: Supportive services to staff living with HIV/AIDS 100% provided by June 2026;		
B	Implementation of Anticorruption Strategy enhanced and corruption incidences reduced.	Strengthen transparency, accountability and rule of law.	B01: Programme of Good-Governance and Anti- corruption implemented by June 2026;	Head of Human Resource and Administration	i. Percentage of change of corruption incidences; ii. Percentage of complaints resolved
			B02: Ethics awareness raising programmes 100% completed by June 2026;		
			B03: A system for accessing relevant public information developed and implemented by June 2026.		
C	Education, Training and Maritime Capacity Building Improved	Produce competent human resources to meet national and international standards	C01: 23,000 students for long and short course programmes enrolled by June 2026	Registrar	i. Number of students enrolled
			C02: 10,000 students long course programmed trained by June 2026	Academic Heads of Departments	ii. Number of Curricula accredited
			C03: 13,000 students for short courses trained by June 2026		of

			C04: 30 Tailor-made courses offered by June 2026		iii. Number students trained
OBJEC TIVE	OBJECTIVE DESRCRIPTION	STRATEGY	TARGETS	RESPONSIBLE PERSON	OUTCOME INDICATORS
			C05: 10 Conferences conducted by June 2026	Head of Professional Development Services	in long and short courses iv. Number of graduates
			C06: 72 Curricula for long course programmes accredited by June 2026	Academic Heads of Departments	
			C07: 50 Short courses Curricula Accredited by June 2022.		
			C08: Foster and establish relations with 10 training Institutions and Industry both National and International annually by June 2026	Deputy Principal – Academic, Research and Consultancy	
			C09: Examination and certification of 23,000 students by June 2026	Board of Examination	
D	Research and Consultancy Services Strengthened	Strengthen research and consultancy expertise	D01: 60 staff trained on research and consultancy by June 2026	Head of Human Resource & Administration	i. Number of research papers published
			D02: 100 research papers published by June 2026	Head of Professional Development Services	ii. Number of staff trained on research and consultancy
			D03: 15 Consultancy services conducted annually by June 2026		

			D04: 10 Issues of Journal published by June 2026		iii. Number of Issues published
E	Working, Teaching and Learning Environment Improved	Ensure conducive working environment	E01: Supervision and Maintenance of Institute Infrastructures 100% facilitated by June, 2026 E02: The Main Campus, Simiyu and Mkuranga developed by June, 2026	Head of Estate Management Unit	i. % of operation and infrastructure maintained ii. % of

OBJEC TIVE	OBJECTIVE DESRCPTION	STRATEGY	TARGETS	RESPONSIBLE PERSON	OUTCOME INDICATORS
			E03: Teaching and Learning facilities 100% enhanced by June, 2026 E04: Maintenance and Improvement of Library services facilitated by June, 2026	Academic Head of Departments Head of Library Services	infrastructures developed
F	Capacity to Deliver Mandated Functions Strengthened	Timely Institutional services delivery	F01: Legal expertise and BoG functions strengthened by June 2026 F02: Procurement functions strengthened by 2026 F03: Internal and External Institute Audits conducted by June 2026 F04: Financial Management and Accountability facilitated by June 2026	Head of Legal services Head of Procurement unit Head of Internal Audit Unit Head of Finance and Accounts	i. Number of BoG meetings conducted ii. % of APP Implemented iii. % of revenue collection iv. % plans implemented

			F05: Public Relations functions implemented by June 2026 F06: ICT Functions facilitated by June 2026 F07: Institutional Plans implemented, monitored and evaluated by June 2026 F08: Human resource and administrative functions facilitated by June 2026 F09: Quality Assurance and Compliance Audit facilitated by June 2026	Head of Public Relations Head of ICT and Statistics Head of Planning Head of Human resource and Administration Head of Quality Assurance	v.	%of audit undertaken
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2. URT (2003); National Transport Policy (2003)
3. URT (1991); An Act to establish the Dar es Salaam Maritime Institute 1991.
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6. International Maritime Organisation (1988); Strategic Plan for Maritime Training; International Maritime Organisation

