

COLLEGE OF BUSINESS EDUCATION



RESOURCE MOBILISATION POLICY AND GUIDELINES

JULY, 2026

FOREWORD BY THE CHAIRPERSON OF THE CBE GOVERNING BODY



I am pleased to introduce the College of Business Education Resource Mobilisation Policy and Guidelines, 2026. This Policy marks an important step towards strengthening the College's capacity to mobilise, manage, and sustain the resources needed to deliver high-quality business education, research, consultancy, innovation, and public service.

The Governing Body recognises that public higher education institutions operate in an increasingly competitive and resource-constrained environment. CBE's growth across four campuses, together with rising demand for modern infrastructure, digital learning facilities, student support services, and market-responsive academic programmes, requires a deliberate, professionally coordinated approach to resource mobilisation. This Policy therefore provides a governance framework for engaging donors, development partners, private-sector actors, alumni, government agencies, and other stakeholders in a transparent, accountable, and mutually beneficial manner.

The Policy aligns with CBE Vision 2075, the Corporate Strategic Plan 2026/27-2030/31, the Revised Investment Policy and Guidelines (2025), and national development priorities. I invite all staff, students, alumni, partners, and stakeholders to support its implementation to advance the College's sustainable development.

Prof. Zacharia M. Mganilwa

CHAIRPERSON, CBE GOVERNING BODY

FOREWORD BY THE RECTOR



The College of Business Education is proud to present the Resource Mobilisation Policy and Guidelines, 2026. The Policy responds to the need to move from ad hoc fundraising to a coordinated, evidence-based, and institution-wide resource mobilisation system.

The College has significant strengths, including strategic campus locations, experienced academic and administrative staff, a growing programme portfolio, and a strong mandate in business education, research, consultancy, metrology, and public service. However, these strengths must be underpinned by diversified funding streams, robust partnerships, and effective stewardship of both financial and non-financial resources. This Policy therefore establishes mechanisms for developing fundable proposals, managing partnerships, mobilising sponsorships and in-kind donations, strengthening alumni engagement, commercialising selected services, supporting PPP/JV initiatives, and building staff capacity in proposal writing, donor compliance, negotiation, and contract structuring.

Implementing this Policy will require commitment from every Directorate, Department, Campus, Unit, and individual member of staff. Resource mobilisation is a shared institutional responsibility, coordinated by the Directorate of Planning and Development and implemented in collaboration with all College organs. I call upon the College community to embrace this Policy and work together to secure the resources needed for CBE's growth and long-term sustainability.

Prof. Edda T. Lwoga
RECTOR, CBE

EXECUTIVE SUMMARY

The CBE Resource Mobilisation Policy and Guidelines, 2026, establishes a comprehensive framework for mobilising, managing, and sustaining financial and non-financial resources to support the College's mandate. It is informed by the CBE Corporate Strategic Plan 2026/27-2030/31, the Resource Mobilisation Plan 2025/26, the Investment Plan 2025/26, the Revised Investment Policy and Guidelines (2025), and benchmarking against resource mobilisation policies of selected higher learning and public institutions.

The Policy addresses major institutional issues, including overreliance on tuition fees and government subvention, limited infrastructure, underdeveloped ICT and digital learning infrastructure, inadequate internal capacity for large projects and PPPs, fragmented partner engagement, and insufficient mechanisms for tracking, reporting, and stewarding mobilised resources. It also positions CBE to capitalise on opportunities created by national priorities, such as higher education transformation, digital learning, youth skills development, innovation, entrepreneurship, and private-sector-led development.

The Policy provides guidance on the Resource Mobilisation Section, fundable proposals, donor and partner mapping, grants, sponsorships, in-kind donations, alumni relations, endowment funds, short courses, research and consultancy, innovation and technology transfer, commercialisation of assets and services, PPPs/JVs/SPVs, risk management, ethical standards, and reporting. It also sets out institutional roles for the Governing Body, the Planning and Finance Committee, the Rector, Deputy Rectors, the Directorate of Planning and Development, the Resource Mobilisation Section, Finance, Internal Audit, Legal Services, Procurement, campuses, departments, units, and staff.

Through this Policy, CBE seeks to strengthen financial sustainability, broaden its resource base, improve accountability, deepen stakeholder relationships, and ensure that mobilised resources are aligned with strategic priorities and used to drive institutional transformation.

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ABBREVIATIONS AND ACRONYMS

Acronym	Full Meaning
CBE	College of Business Education
CRM	Customer/Constituent Relationship Management
CSP	Corporate Strategic Plan
DPD	Directorate of Planning and Development
DR-ARC	Deputy Rector - Academic, Research and Consultancy
DR-PFA	Deputy Rector - Planning, Finance and Administration
GB	Governing Body
HEET	Higher Education for Economic Transformation
ICT	Information and Communication Technology
IGF	Internally Generated Funds
JV	Joint Venture
M&E	Monitoring and Evaluation
MIT	Ministry of Industry and Trade
MoU	Memorandum of Understanding
NACTVET	National Council for Technical and Vocational Education and Training
OTR	Office of the Treasury Registrar
PFC	Planning and Finance Committee
PMU	Procurement Management Unit
PPP	Public-Private Partnership
RM	Resource Mobilisation
RMA	Resource Mobilisation Activities
RMU	Resource Mobilisation Unit
SOP	Standard Operating Procedure
SPV	Special Purpose Vehicle
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TCU	Tanzania Commission for Universities
TDV	Tanzania Development Vision
URT	United Republic of Tanzania

DEFINITION OF KEY TERMS

Term	Definition
Resource Mobilisation	The systematic process of identifying, acquiring, leveraging, managing, and sustaining financial and non-financial resources required to support the College's mandate and strategic objectives.
Resource Mobilisation Activities	All activities that generate income, attract support, recover costs, or secure financial and non-financial resources through grants, donations, sponsorships, partnerships, consultancies, short courses, PPPs/JVs, endowments, alumni contributions, asset optimisation, and other approved channels.
Resource Mobilisation Unit/Section	The institutional unit under the Directorate of Planning and Development responsible for coordinating, supporting, monitoring, and reporting resource mobilisation initiatives across campuses, directorates, departments and units.
Financial Resources	Monetary resources, including grants, donations, sponsorships, endowment income, alumni contributions, consultancy income, short course income, PPP/JV proceeds, and other approved funds.
Non-Financial Resources	Resources received in forms other than cash, including equipment, books, ICT devices, vehicles, buildings, technical assistance, volunteer expertise, scholarships, intellectual property, software licences, and other in-kind contributions.
Development Partner	A local or international organisation, government agency, foundation, NGO, corporation, philanthropist, or other stakeholder that supports CBE's programmes, projects, or institutional development.
Sponsorship	Financial or in-kind support provided by a partner in return for agreed visibility, recognition, access to institutional engagement opportunities, or other lawful non-exclusive benefits.
Endowment Fund	A fund established to receive gifts, donations, bequests, and contributions whose principal is preserved or invested to generate income for agreed College priorities.
Public-Private Partnership	A long-term contractual arrangement between CBE and a private party for the delivery, financing, operation, maintenance, or management of an infrastructure or service project in accordance with applicable PPP laws and regulations.
Stewardship	The process of acknowledging, reporting, maintaining relationships, and demonstrating accountability to donors, sponsors, alumni, partners, and other contributors.
Due Diligence	The verification of a potential partner's legal status, financial capacity, reputation, beneficial ownership, compliance record, strategic fit, and risk profile before engagement.

CHAPTER ONE

INTRODUCTION

1.0 Background of the College

The College of Business Education (CBE) is an autonomous public higher education institution under the Ministry of Industry and Trade. It was established by Act No. 31 of 1965, which has since been amended four times by Acts No. 17 of 1968, No. 38 of 1974, the Written Laws (Miscellaneous Amendment) Act No. 2 of 2010, and the Written Laws (Miscellaneous Amendment) Act No. 6 of 2020. The College was established to provide commercial and business education in support of national development. Over time, CBE has expanded from the Dar es Salaam Campus (1965) to Dodoma (1983), Mwanza (2007) and Mbeya (2013), thereby increasing access to business education and related professional services across Tanzania.

CBE offers programmes in Business Administration, Procurement and Supplies Management, Accountancy, Marketing, Information and Communication Technology, Metrology and Standardisation, and related fields. The College also undertakes research, consultancy, public service, and other educational activities that contribute to socio-economic transformation. The expanding mandate, growing enrolment, digital transformation requirements, and infrastructure needs have increased demand for sustainable financial and non-financial resources.

1.1 CBE Vision, Mission and Core Values

Vision: To become a resourceful world-class College recognised for excellence in applied Business Education, Research and Public Service.

Mission: To provide demand-driven, competence-based business education and offer quality public services through applied research and consultancy.

Table 1: CBE Values

Core Value	Policy Implication for Resource Mobilisation
Academic Freedom	Resource mobilisation shall support teaching, research, innovation and knowledge sharing without undermining academic independence.
Advancing and Sharing Knowledge and Skills	Partnerships shall promote knowledge exchange, industry engagement, applied research, and skills development.

Core Value	Policy Implication for Resource Mobilisation
Excellence	All RM activities shall be planned, implemented, and reported in accordance with high standards of professionalism and performance.
Integrity	Mobilised resources shall be solicited, received, used and reported transparently and ethically.
Mutual Respect and Equity	Stakeholder engagement shall be inclusive, respectful and responsive to College-wide needs across all campuses.
Public Interest and Customer Care	RM activities shall support public service, student welfare, community impact and responsible stewardship of resources.

1.2 Objectives and Functions of the College

The College's overall objective is to transform and develop business education capabilities through demand-driven education, applied research, consultancies and public services. Its statutory functions include providing facilities for study and training in business administration; conducting recognised training programmes; advancing learning and knowledge through teaching and research; providing technical and professional services; promoting and sponsoring research; administering examinations and awards; and undertaking other educational activities approved by the Governing Body.

1.3 Institutional Governance Powers

CBE is governed by the Governing Body, which is the College's highest decision-making body. The Governing Body has the power to authorise expenditure within available funds, prescribe fees, grant scholarships, borrow sums required for its functions, invest funds granted by the Government or any other body, acquire, hold, invest and dispose of movable and immovable property, and enter into contracts or transactions in accordance with applicable laws and regulations.

1.4 Scope of the Policy

This Policy applies to all resource mobilisation activities undertaken by CBE, its campuses, directorates, departments, centres, units, projects, committees, staff, students where applicable, and to entities established or controlled by the College. It covers financial and non-

financial resources mobilised from government, development partners, the private sector, alumni, philanthropists, foundations, research funders, professional bodies, corporate sponsors, PPP/JV partners, individuals, and other lawful sources.

The Policy covers grants, donations, sponsorships, endowment funds, scholarships, research funds, consultancy income, short courses, conferences and seminars, innovation commercialisation, space leasing, in-kind donations, PPPs, JVs, SPVs, resource mobilisation related to CBE Enterprise Limited, and other approved resource mobilisation mechanisms.

1.5 Policy Rationale

CBE's growth across four campuses has increased demand for infrastructure, modern classrooms, ICT systems, digital learning tools, student support services, staff development, research capacity, library materials, and operational resources. Relying solely on tuition fees and government subvention is insufficient to meet these needs. The Corporate Strategic Plan 2026/27-2030/31 also sets ambitious targets that require diversified and sustainable funding.

The Resource Mobilisation Plan 2025/26 identifies the need to move from ad hoc fundraising to a coordinated institutional approach centred on an operational RM Section, fundable proposals, donor mapping, sponsorship packaging, in-kind donations, PPP/JV financing, standard investor materials, data rooms, dashboards, and quarterly reporting. This Policy sets out the mandate, governance structure, ethical standards, procedures, and accountability mechanisms required to implement this shift.

This Policy and the Investment Policy and Guidelines (2025) serve distinct yet complementary roles within CBE's financial sustainability architecture. This Resource Mobilisation Policy focuses upstream on how resources are identified, attracted, solicited, received, and reported for stewardship. The Investment Policy focuses downstream on how capital is deployed, structured into investment vehicles (PPPs, JVs, SPVs, Enterprise Limited), and managed to generate returns. The two policies are interdependent and mutually reinforcing: resources mobilised under this Policy may flow into investment structures governed by the Investment Policy, and returns from investments may become mobilisable resources. Both policies must be applied together by relevant staff and units to achieve full institutional financial sustainability.

1.6 Policy Goal and Objectives

Goal: To establish a coordinated, ethical, accountable and sustainable framework for mobilising, managing and reporting financial and non-financial resources to support CBE's strategic priorities and long-term institutional sustainability.

Specific objectives of this Policy are to:

- i. Guide and standardise resource mobilisation activities across all campuses, directorates, departments and units.
- ii. Diversify CBE's income and support base through grants, partnerships, sponsorships, alumni contributions, endowments, consultancies, short courses, in-kind donations, PPPs/JVs and other lawful sources.
- iii. Provide modalities for coordination, approval, due diligence, contracting, implementation, stewardship, monitoring and reporting of RM activities.
- iv. Build a positive institutional culture that recognises resource mobilisation as a shared responsibility.
- v. Strengthen staff capacity in proposal writing, donor compliance, partnership management, PPP structuring, negotiation and contract management.
- vi. Promote ethical standards, transparency, accountability, risk management and value for money in all mobilised resources.
- vii. Ensure that mobilised resources are aligned with CBE's strategic objectives, annual plans, investment priorities, and national development frameworks.

1.7 Expected Results Framework

This Policy is expected to deliver results over the short, medium and long term, as summarised in Table 2. Annual targets and baselines for each result shall be established through the annual Resource Mobilisation Plan and reviewed quarterly.

Table 2 : Expected Results Framework

Time Horizon	Expected Results
Short term (Year 1)	A fully operational Resource Mobilisation Section with trained campus focal persons; approved SOPs, templates and databases (donor, partner, proposal and grant-opportunity pipelines); a functional resource mobilisation dashboard; and

Time Horizon	Expected Results
	baseline data on income sources and resource gaps established.
Medium term (Years 2–3)	Diversified income streams with a measurable increase in the share of non-tuition, non-subvention income; an active proposal and grant pipeline with improving success rates; operational alumni engagement and endowment mechanisms; and at least one structured PPP, joint venture, SPV or commercialisation initiative under preparation or implementation.
Long term (Years 4–5)	Financial sustainability is strengthened through a broad, stable, and well-governed resource base; institutionalised stewardship, reporting, and performance dashboards; and the demonstrable contribution of mobilised resources to infrastructure, ICT, research, scholarships, student welfare, and teaching and learning quality.

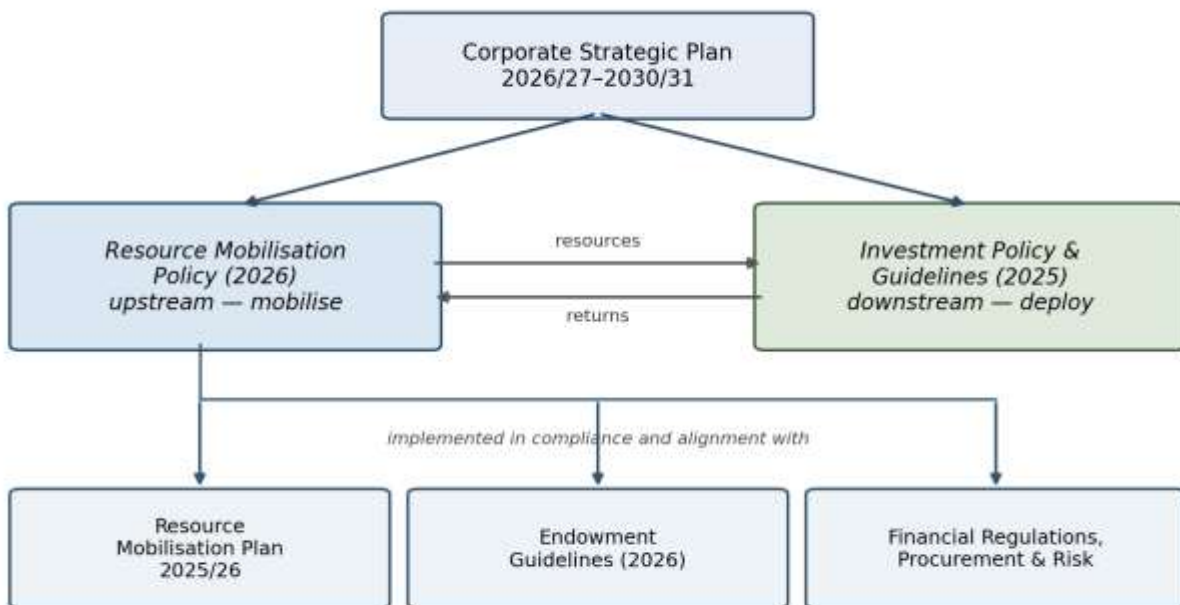
1.8 Policy Integration Framework

This Policy does not operate in isolation. It is the upstream instrument that governs how resources are identified, attracted, solicited, received and stewarded. It connects to a series of related institutional and national instruments, as summarised in Table 1B and illustrated in Figure 1. The Resource Mobilisation Policy channels mobilised resources into the Investment Policy and Guidelines (2025), which govern their downstream deployment into investment vehicles (PPPs, joint ventures, SPVs and the CBE Enterprise Limited). It draws on long-term giving arrangements set out in the Endowment Guidelines (2026) and is implemented in compliance with the College's Financial Regulations, Procurement Policies and Risk Management arrangements, and in alignment with the Corporate Strategic Plan 2026/27–2030/31 and the Resource Mobilisation Plan 2025/26.

Table 3: Integration of the Resource Mobilisation Policy with Related Instruments

Related Instrument	Nature of Integration
Corporate Strategic Plan 2026/27–2030/31	Provides the strategic objectives and financial targets that RM activities are designed to support.
Investment Policy and Guidelines (2025)	Downstream deployment of mobilised resources into investment vehicles; returns may become mobilisable resources.
Resource Mobilisation Plan 2025/26	Operationalises this Policy through annual targets, activities, baselines and budgets.
Endowment Guidelines (2026)	Governs endowment contributions, investment principles, spending rules and reporting referred to in Section 3.5.
Financial Regulations and Public Finance Instruments	Govern receipt, banking, accounting, reporting and statutory contributions for mobilised resources.
Procurement Policies	Govern procurement undertaken using mobilised resources.
Risk Management arrangements	Provide the framework for the risk, ethics and compliance provisions in Section 3.13.

Figure 1:Policy Integration Framework



CHAPTER TWO

SITUATIONAL ANALYSIS AND POLICY CONTEXT

2.0 Introduction

This chapter presents the situational analysis and policy context informing resource mobilisation at the College of Business Education. It outlines the College's internal strengths and weaknesses, as well as external opportunities and challenges that influence the mobilisation, management, and sustainability of resources. The analysis is informed by the Corporate Strategic Plan 2026/27–2030/31, the Resource Mobilisation Plan 2025/26, the Investment Plan 2025/26, the Revised Investment Policy and Guidelines, and relevant institutional experiences in planning, investment, partnerships and resource mobilisation.

2.1 Institutional Situation Analysis

The College of Business Education has continued to grow in terms of campuses, academic programmes, student enrolment, research and consultancy activities, stakeholder engagement and institutional development needs. This growth has increased demand for modern teaching and learning facilities, ICT infrastructure, student accommodation, staff capacity development, research funding, consultancy support, digital learning systems and income-generating facilities.

Despite this growth, available resources remain insufficient to fully finance the College's strategic priorities through government subvention and internally generated revenue alone. Key institutional needs, such as student hostels, classrooms, laboratories, smart classrooms, ICT systems, office space, commercial facilities, staff development, research, and innovation, require the deliberate mobilisation of additional resources from diverse sources.

The Corporate Strategic Plan 2026/27–2030/31 recognises resource mobilisation and financial sustainability as important enablers of institutional growth. It anticipates funding from government, internally generated revenue, development partners, public-private partnerships, joint ventures, consultancy, research grants, alums, corporate sponsorships and other lawful sources. Therefore, the resource mobilisation function must be properly coordinated and integrated with planning, budgeting, procurement, investment management, financial reporting, monitoring and evaluation.

2.2 SWOC Analysis

Table 4: SWOC Analysis

Category	Key Issues for Resource Mobilisation Policy
Strengths	• CBE has a clear statutory mandate in business education, training, research and consultancy; • Established campuses in strategic locations; growing student and alumni base; diverse academic and professional programmes; • Experienced academic and administrative staff; • Existing governance and management structures; • Approved investment-related guidelines; and • Experience in consultancy, short courses, and partnerships
Weaknesses	• The College remains highly dependent on tuition fees and government subvention; • Resource mobilisation activities are not yet fully guided by a comprehensive policy and standard operating procedures; • Donor mapping, proposal development and grant management capacity remain limited; • Partner engagement and alumni mobilisation are not fully systematised; • Some potential investment projects lack complete feasibility studies, business cases and data rooms; and • Systems for tracking, reporting and evaluating mobilised resources require strengthening.
Opportunities	• There is growing demand for business, entrepreneurship, procurement, accountancy, ICT, digital, metrology and management-related skills;

	• Opportunities exist for expanding short courses, consultancy, research grants and professional training; • CBE has the potential to utilise land and facilities for lawful investment, PPP and joint venture arrangements; • Alums, the private sector, public institutions, and development partners are potential sources of financial and non-financial support, and digital platforms create opportunities to expand training, outreach, and service delivery.
Challenges	• Resource mobilisation is affected by lengthy approval, procurement and legal clearance processes; • Competition from other higher learning institutions for students, grants, partners and consultancy opportunities; • Limited fiscal space among potential public-sector partners; rising construction, technology and operational costs; • Limited investor interest in projects that are not adequately prepared or commercially viable; and • Compliance, reputational and accountability risks where due diligence, reporting and stewardship mechanisms are weak.

2.3 Critical Policy Issues

Based on the SWOC analysis, this Policy shall address several critical policy issues affecting resource mobilisation at the College of Business Education as follows:

First, there is a need for a comprehensive resource mobilisation policy, procedures, and a coordination framework to guide fundraising, partnerships, sponsorships, donations, grants, consultancy support, and other lawful resource mobilisation initiatives across the College. This is necessary because resource mobilisation activities require clear institutional guidance, standard operating procedures, defined approval channels and coordinated implementation across campuses, departments and administrative units.

Second, the College needs to strengthen institutional and campus-level resource mobilisation structures. This includes establishing clear roles, focal persons, reporting lines, tools, templates and approval processes. Strengthened structures will ensure that resource mobilisation is not treated as an isolated function, but as a coordinated institutional responsibility involving management, campuses, departments, sections and relevant committees.

Third, there is a need to diversify revenue sources beyond tuition fees and government subvention. While tuition and government funding remain important, they are not sufficient to finance the College's growing infrastructure, academic, research, ICT and operational needs. The Policy should therefore promote alternative sources such as short courses, consultancy, research grants, sponsorships, donations, alumni contributions, commercial activities, public-private partnerships and joint ventures.

Further, the College needs to improve donor mapping, proposal development, grant application and donor compliance capacity. This will enable CBE to identify relevant funding opportunities, prepare competitive proposals, manage donor relationships and comply with reporting, financial management and accountability requirements. Strengthening this area will help the College compete more effectively for grants and support from development partners.

In addition, there is a need to develop a systematic alumni and stakeholder engagement framework for mobilising financial and non-financial support. The College has a growing alums and stakeholder base that can support institutional development through donations, sponsorships, mentorship, scholarships, equipment, internships, field placements, employment linkages and strategic partnerships. However, such support requires structured engagement, proper records and continuous relationship management.

Furthermore, the College needs to improve the preparation of investment, public-private partnership and joint venture projects. Feasibility studies, business cases, project concept notes, data rooms, risk analysis and investor engagement plans should support potential projects. This will enhance investor confidence and increase the likelihood of attracting credible partners for commercially viable, strategically important projects.

Similarly, there is a need to strengthen systems for tracking, reporting, accounting and evaluating mobilised resources. Transparent and accountable systems are necessary to ensure that resources mobilised in cash or in kind are properly recorded, utilised for approved purposes, reported to relevant authorities and assessed for value for money. This will also strengthen institutional credibility among donors, partners and stakeholders.

The College also needs to enhance staff capacity, incentives and institutional culture for resource mobilisation. Staff, departments and campuses should be encouraged and capacitated to identify opportunities, prepare proposals, engage stakeholders and contribute to income generation. Appropriate incentives and recognition mechanisms will help promote a proactive culture of resource mobilisation across the College.

There is also a need to strengthen due diligence, risk management, and stewardship mechanisms for partners, donors, investors, and the resources the College receives. This is important to minimise compliance risks, reputational risks, conflicts of interest, misuse of resources, and weak accountability. Proper due diligence will also ensure that the College works with credible and reliable partners.

Lastly, resource mobilisation needs to be fully integrated with planning, budgeting, procurement, legal review, financial management, monitoring and evaluation systems. This will ensure that mobilised resources are aligned with approved institutional priorities, properly budgeted, legally cleared, transparently procured, financially accounted for and monitored for results. Through this integration, resource mobilisation will directly contribute to achieving the College's strategic objectives.

CHAPTER THREE

POLICY ISSUES, STATEMENTS, STRATEGIES AND OPERATIONAL PROCEDURES

3.0 Introduction

This chapter presents the policy issues to be addressed, policy statements, strategies and operational procedures. The structure adapts the format of the CBE Investment Policy and Guidelines by linking each issue to a situation analysis, a policy issue, a policy statement, strategies, and operational procedures.

3.1 Institutionalisation and Coordination of Resource Mobilisation Section

a) Situational Analysis

CBE has an existing Resource Mobilisation Section; however, it remains nascent and not yet fully operational. Resource mobilisation efforts across the college have largely been fragmented, driven by individual initiatives rather than a coordinated institutional framework. The Resource Mobilisation Plan 2025/26 seeks to build on this foundation by strengthening the Section into a fully functional unit, establishing campus focal points, developing Standard Operating Procedures (SOPs), institutionalising donor and partner relationship management, and embedding routine pipeline reviews within regular planning cycles.

b) Policy Issue

Although a Resource Mobilisation Section exists in structure, it has not yet been fully institutionalised or operationalised across all campuses and units. The absence of coordinated systems, clear mandates, and standardised processes continues to constrain the college's capacity to mobilise resources strategically and consistently.

c) Policy Statement

"CBE shall strengthen and fully operationalise its Resource Mobilisation section to serve as a centralised, coordinated, and institutionally embedded structure responsible for driving resource mobilisation across all campuses and units. The Section shall operate within a clearly defined mandate, supported by Standard Operating Procedures, dedicated campus focal points, and systematic management of donor and partner relationships, ensuring that resource mobilisation

is conducted strategically, consistently, and in line with the College's broader development objectives."

d) Strategies

- i. Strengthen and fully operationalise the existing Resource Mobilisation section by clarifying its mandate, establishing formal reporting lines, and designating trained focal points across all campuses.
- ii. Develop and implement a comprehensive set of Standard Operating Procedures, including templates, checklists, approval routes, and reporting tools, to standardise resource-mobilisation processes across the College.
- iii. Establish and maintain a College-wide resource mobilisation pipeline and a regularly updated database of partners and donors to support informed decision-making and ensure relationship continuity.
- iv. Institute quarterly pipeline review meetings with relevant units and campuses to monitor progress, address bottlenecks, and ensure alignment with the College's resource mobilisation targets and strategic priorities.

e) Operational Procedures

- i. The Directorate of Planning and Development shall take lead responsibility for strengthening and fully operationalising the existing Resource Mobilisation Section, including formalising its structure, clarifying roles and responsibilities, and ensuring it is adequately resourced to discharge its mandate.
- ii. Each campus, directorate, department, and unit shall designate a suitably qualified RM focal person, whose responsibilities, reporting obligations, and linkage to the central RM Section shall be clearly defined and formally communicated.
- iii. All resource mobilisation activities, including opportunities under pursuit, submitted proposals, signed MoUs, sponsorships, donations, and partner engagements, shall be registered and tracked through the College-wide RM pipeline to ensure transparency, coordination, and institutional memory.

- iv. The RM Section shall prepare and submit structured quarterly progress reports to the Directorate of Planning and Development, Senior Management, the Planning and Finance Committee, and the Governing Body as appropriate, highlighting pipeline status, funds mobilised, partnership developments, and any operational challenges requiring attention.

3.2 Donor Mapping, Fundable Proposals and Grant Management

a) Situational Analysis

Competitive grants and donor support are critical for strengthening institutional capacity, research, infrastructure, ICT, digital learning, innovation, staff development and strategic partnerships. However, limited donor intelligence, weak proposal development systems, inadequate tracking of funding opportunities and insufficient alignment with donor priorities reduce the institution's success rate in attracting external funding.

b) Policy Issue

Inadequate systematic donor mapping, proposal development, grant compliance and post-submission tracking.

c) Policy Statement

"CBE shall develop, submit and manage donor-compliant proposals aligned with institutional priorities, donor requirements and national development objectives."

d) Strategies

- i. Conduct regular donor mapping and funding-opportunity scans to identify local, regional and international funding sources aligned with CBE's strategic priorities.
- ii. Establish and maintain an institutional donor and funding opportunities database containing donor profiles, thematic areas, eligibility criteria, funding cycles, application requirements, contact persons, deadlines, previous engagements and proposal outcomes.
- iii. Develop and maintain a pipeline of fundable institutional projects in areas such as research, innovation, infrastructure, digital transformation, capacity building, entrepreneurship, climate resilience and community development.

- iv. Strengthen proposal development through proposal labs, standard templates, budget tools, compliance checklists, peer review mechanisms and technical support from relevant internal and external experts.
- v. Strengthen grant management and donor relations by tracking proposal submissions, donor feedback, awards, implementation progress, reporting obligations, lessons learned and strategic engagement with development partners.

e) Operational Procedures

- i. The Resource Mobilisation Section shall establish and maintain a live institutional donor database and a grant opportunity pipeline, both showing donor profiles, funding areas, eligibility requirements, funding cycles, deadlines, lead units, estimated budgets, submission status, feedback and next actions.
- ii. Departments, campuses, directorates and administrative units shall identify fundable project ideas aligned with CBE's Strategic Plan and submit them to the Resource Mobilisation Section for screening, packaging and inclusion in the institutional proposal pipeline.
- iii. Each proposal shall be supported by a concept note, a problem statement, a justification, a theory of change or results framework, a work plan, a budget, a sustainability plan, a compliance checklist and an approval record.
- iv. Major proposals shall undergo technical, financial, legal, compliance and management review before submission to the donor or funding institution.
- v. Successful grant awards shall be formally registered, budgeted, implemented, monitored, reported and closed in accordance with donor requirements, CBE financial regulations, procurement procedures and applicable legal frameworks.

3.3 Partnerships, Linkages and Stakeholder Engagement

a) Situational Analysis

Resource mobilisation depends on sustained relationships with the government, development partners, the private sector, NGOs, professional bodies, alumni, financial institutions, and

community stakeholders. Fragmented engagement undermines institutional credibility and continuity.

b) Policy Issue

Lack of a standardised system for stakeholder engagement, partnership development and relationship stewardship.

c) Policy Statement

"CBE shall establish a structured stakeholder engagement and partnership management system to strengthen resource mobilisation relationships locally and internationally."

d) Strategies

- i. Map and segment partners according to strategic fit, funding capacity, interests and expected value.
- ii. Develop partnership briefs, concept notes and value propositions for priority sectors.
- iii. Use CRM tools to track meetings, commitments, proposals, MoUs and follow-up actions.
- iv. Provide regular stewardship reports to partners and donors.

e) Operational Procedures

- i. All formal partner engagements shall be coordinated with the RM Section and relevant technical units.
- ii. Partnership proposals shall define objectives, expected outputs, roles, resource commitments, reporting obligations and exit clauses.
- iii. The College shall maintain records of meetings, commitments and partner communication.
- iv. The Rector and Deputy Rectors shall lead strategic engagements with high-value partners.

3.4 Sponsorships and Corporate Engagement

a) Situational Analysis

CBE hosts events such as career fairs, graduations, conferences, exhibitions, seminars and stakeholder forums that can attract corporate sponsorships. However, sponsorships require clear packages, value offers, approval procedures and reporting.

b) Policy Issue

Absence of standard sponsorship packages, sponsorship approval procedures and post-event stewardship mechanisms.

c) Policy Statement

"CBE shall mobilise sponsorships for approved College activities through transparent, value-based and accountable corporate engagement."

d) Strategies

- i. Package sponsorship opportunities into clear tiers with benefits, costs and visibility commitments.
- ii. Engage corporate partners early and align sponsorships with institutional priorities.
- iii. Prepare post-event value reports for sponsors.
- iv. Maintain a sponsor database and relationship history.

e) Operational Procedures

- i. Each sponsorship request shall include an approved event concept, budget, sponsorship package and visibility plan.
- ii. Sponsorship agreements shall be reviewed by Legal Services and approved by Management.
- iii. Cash sponsorship shall be paid into official College accounts; in-kind sponsorship shall be valued and recorded.

- iv. The responsible unit shall submit a sponsorship utilisation and appreciation report within 30 days after the event.

3.5 Alumni Engagement and Endowment Fund

a) Situational Analysis

Alumni are strategic partners for mentorship, scholarships, equipment support, internships, donations and institutional advocacy. A formal endowment fund can provide long-term support for scholarships, innovation, research and infrastructure.

b) Policy Issue

Underdeveloped alumni mobilisation and absence of a structured endowment mechanism for long-term giving.

c) Policy Statement

"CBE shall strengthen alumni engagement and establish an endowment fund to support strategic priorities and long-term sustainability in accordance with the College's Endowment Guidelines (2026)"

d) Strategies

- i. Develop and maintain an alumni database across campuses and programmes.
- ii. Create alumni giving campaigns linked to scholarships, ICT, library resources, innovation and infrastructure.
- iii. Establish an endowment fund governance framework and investment principles.
- iv. Recognise alumni contributions through transparent and dignified recognition mechanisms.

e) Operational Procedures

- i. The RM Section, in collaboration with Alumni Relations/Marketing and relevant academic units, shall maintain an alumni engagement plan.
- ii. Endowment funds shall be governed by approved rules on contributions, investment, utilisation, reporting and audit.

- iii. Restricted donations shall be used only for their intended purpose.
- iv. Annual endowment and alumni giving reports shall be submitted to Management and the Governing Body.

3.6 In-Kind Donations and Asset Stewardship

a) Situational Analysis

CBE requires books, computers, software, vehicles, furniture, laboratory equipment, assistive devices, teaching aids and other non-financial resources. Without standard procedures, such donations may create valuation, maintenance, ownership or compliance challenges.

b) Policy Issue

Need for standard procedures for receiving, valuing, registering, using and reporting in-kind donations.

c) Policy Statement

"CBE shall mobilise and manage in-kind donations in a transparent manner that ensures value, usability, ownership clarity, asset registration and accountability."

d) Strategies

- i. Identify priority in-kind needs annually.
- ii. Develop donation request templates and acceptance criteria.
- iii. Conduct technical inspection and valuation of in-kind donations before acceptance, where necessary.
- iv. Where a non-cash contribution (for example land, a building or equipment) is intended to be used as an equity or counterpart contribution in a joint venture, SPV or PPP, obtain an independent professional valuation before acceptance and record the asset and its valuation in the relevant asset register.
- v. Register all accepted donations in the relevant asset or inventory registers.

- vi. Recognise providers of in-kind and other non-financial support through official certificates, letters of appreciation, public acknowledgement, and donor reports, in line with approved institutional protocols.

e) Operational Procedures

- i. No in-kind donation shall be accepted if it creates unreasonable maintenance costs, legal liabilities, reputational risk or non-alignment with CBE priorities.
- ii. Technical units shall inspect donated equipment and certify its usability.
- iii. Finance and Estates/Asset Management shall record the estimated value and location of donated assets.
- iv. The RM Section shall coordinate acknowledgement letters and donor reports.
- v. The RM Section shall coordinate acknowledgement letters, official certificates of appreciation, donor reports and appropriate public recognition for donors providing in-kind or other non-financial support.

3.7 Short Courses, Conferences, Seminars and Professional Training

a) Situational Analysis

Short courses, professional training, seminars and conferences provide opportunities for knowledge sharing, income generation, institutional visibility and industry engagement. CBE has strong academic expertise that can be packaged for public and private sector needs.

b) Policy Issue

Underutilisation of short courses, executive training, conferences and seminars as resource mobilisation channels.

c) Policy Statement

"CBE shall promote market-driven short courses, professional training, seminars and conferences as sustainable resource mobilisation channels."

d) Strategies

- i. Develop market-responsive short courses and executive programmes.

- ii. Engage industry, government and professional bodies in course design.
- iii. Market CBE's training services through digital platforms and targeted outreach.
- iv. Establish revenue-sharing and staff incentive mechanisms consistent with applicable rules.

e) Operational Procedures

- i. Departments and units, whether academic or administrative, shall offer short courses with objectives, target market, budget, pricing and facilitator arrangements.
- ii. Short course proposals shall be reviewed by relevant academic and financial authorities before implementation.
- iii. Income and expenditure shall be reported through official College systems.
- iv. Participant feedback shall be collected and used to improve future offerings.

3.8 Research, Consultancy, Innovation and Technology Transfer

a) Situational Analysis

Research and consultancy are core functions of CBE and important sources of income, visibility and institutional impact. CBE has also established a Business Incubation Training Programme, providing a structured framework to nurture student entrepreneurship across all campuses through pre-incubation, incubation and post-incubation phases. Innovation and technology transfer, when supported by clear systems, can generate new products, services and partnerships. However, these functions, including research, consultancy, incubation and innovation, remain insufficiently connected to the College's resource mobilisation agenda, limiting their potential as strategic channels for income and impact.

b) Policy Issue

Insufficient exploitation of research, consultancy, business incubation, innovation and technology transfer as coordinated and strategically managed channels for resource mobilisation, institutional visibility and sustainable impact.

c) Policy Statement

"CBE shall strengthen research, consultancy, business incubation, innovation, and technology transfer as integrated, strategic channels for resource mobilisation and impact, ensuring that all four functions are systematically linked, adequately resourced, and aligned with the College's broader development objectives."

d) Strategies

- i. The Directorate responsible for research, consultancy and publications shall collaborate with the RM Section and the College's Entrepreneurship Centre to identify, pursue and coordinate opportunities across research, consultancy and incubation resource streams.
- ii. All consultancies shall be registered and implemented in accordance with CBE's consultancy guidelines and financial procedures; likewise, all business incubation activities, including sponsorships, donations, partner engagements and seed funding, shall be registered in the College-wide RM pipeline.
- iii. Research grant budgets shall include eligible institutional overheads where permitted by funders; budgets for the Business Incubation Training Programme shall be developed annually and submitted through the appropriate planning and finance channels, with sponsorship and grant components clearly identified.
- iv. Innovation proposals and incubation business concepts shall be screened for strategic fit, intellectual property implications and commercial potential, with the Central Business Incubation Programme Steering Committee and the RM Section jointly advising on opportunities for commercialisation, licensing or external partnership development.

e) Operational Procedures

- i. The Directorate responsible for research, consultancy and publications shall, together with the RM Section and the Entrepreneurship/Business Incubation function, prepare an annual calendar of research, consultancy, incubation and innovation opportunities, with lead persons, target funders and deadlines.
- ii. All consultancies and research grants shall be registered in the College-wide RM pipeline and implemented in accordance with CBE consultancy guidelines, financial procedures

and funder requirements; grant budgets shall recover eligible institutional overheads on a full-economic-costing basis in accordance with approved costing guidelines.

- iii. Innovation and incubation outputs shall be systematically linked to the Business Incubation Training Programme and to apprenticeship and industry-placement initiatives, so that promising concepts progress from pre-incubation through incubation to commercialisation, licensing or external partnership.
- iv. Innovation proposals and incubation business concepts shall be screened for strategic fit, intellectual property implications and commercial potential, with the Central Business Incubation Programme Steering Committee and the RM Section jointly advising on commercialisation opportunities.
- v. Detailed step-by-step procedures, standard forms and processing timelines for each channel shall be set out in the associated Standard Operating Procedures.

3.9 Commercialisation of College Assets, Spaces and Services

a) Situational Analysis

CBE owns strategically located land, facilities, spaces, equipment and institutional capabilities that can support income generation through approved commercial activities, leasing, consultancy, professional services, short courses, facility hire and other lawful ventures. However, commercialisation requires a structured governance framework to ensure that College assets are used productively without compromising teaching, research, student welfare, public interest or institutional accountability. Establishing the CBE Enterprise Limited provides an opportunity to organise, manage and scale commercial activities through an approved institutional business vehicle.

In line with the direction to consolidate the College's commercial and investment activities, a CBE Enterprise Limited (or equivalent approved institutional business structure) shall be established and formally registered, subject to applicable laws, Treasury Registrar requirements, CBE financial regulations and approval by competent authorities, to organise, hold and manage

the College's commercial and investment undertakings. Its coordination with the Resource Mobilisation Section and the Investment function is set out in Section 5.3.

b) Policy Issue

An inadequately structured framework for commercialising College assets, spaces and services through approved institutional business arrangements, including the CBE Enterprise Limited, while ensuring clarity of ownership, accountability, value for money and protection of the College's core mandate.

c) Policy Statement

"CBE shall optimise and commercialise approved assets, spaces and services through lawful, transparent and strategically governed arrangements, including the CBE Enterprise Limited where applicable, to support its academic mission, institutional sustainability and public accountability."

d) Strategies

- i. Identify and prioritise commercially viable assets, spaces, facilities and services across campuses for potential income generation under approved institutional commercial arrangements.
- ii. Develop a commercialisation framework that defines the roles of CBE, the CBE Enterprise Limited, campuses, departments and other approved business vehicles in managing income-generating activities.
- iii. Develop guidelines for pricing, leasing, service provision, facility use and revenue sharing for the commercial use of College assets, spaces and services.
- iv. Use the CBE Enterprise Limited, special-purpose vehicles, joint ventures, partnerships, or other approved structures to manage commercial activities where appropriate and lawful.
- v. Ensure that commercialisation activities protect CBE ownership, comply with applicable laws and regulations, and do not compromise teaching, research, student welfare, institutional reputation or public interest.

e) Operational Procedures

- i. Each campus shall maintain an updated inventory of assets, spaces, facilities and services with potential for commercialisation and submit the inventory to the responsible institutional authority for review and prioritisation.
- ii. Proposed commercial activities shall undergo technical, financial, legal and management review to confirm feasibility, compliance, risk exposure, institutional benefit and alignment with CBE priorities.
- iii. Commercial use of College assets, spaces and services shall be approved in accordance with relevant CBE procedures and documented in appropriate agreements, contracts, leases, service-level arrangements or business plans.
- iv. Where commercial activities are implemented through the CBE Enterprise Limited or other approved business structures, roles, responsibilities, ownership rights, revenue-sharing arrangements, reporting obligations and performance targets shall be clearly defined.
- v. Revenue generated from commercialised assets, spaces and services shall be collected through official systems, properly recorded, reported and periodically reviewed against financial and non-financial performance indicators.

3.10 PPPs, Joint Ventures, SPVs and Investor Engagement

a) Situational Analysis

Capital-intensive and commercially viable projects, such as student hostels, commercial facilities, smart classrooms, innovation hubs, campus infrastructure, and other strategic investments, may require collaboration with private-sector actors through Public-Private Partnerships, Joint Ventures, Special Purpose Vehicles, or other approved financing and investment mechanisms. While such arrangements can mobilise capital, expertise, technology and operational efficiency, they also require robust governance to safeguard CBE's ownership interests, public mandate, financial sustainability, legal compliance and institutional reputation.

b) Policy Issue

Need for a structured framework to guide PPPs, Joint Ventures, SPVs and investor engagement, including project identification, feasibility assessment, investor due diligence, risk allocation, approval processes, transaction governance and post-agreement performance monitoring.

c) Policy Statement

"CBE shall mobilise private capital, expertise and innovation through legally compliant and strategically governed PPPs, Joint Ventures, Special Purpose Vehicles and other approved investment mechanisms that protect the College's interests, support institutional priorities and enhance financial sustainability."

d) Strategies

- i. Develop and maintain a College-wide pipeline of bankable PPP, joint venture, SPV and investment projects aligned with CBE's Strategic Plan, Investment Policy and institutional development priorities.
- ii. Strengthen project preparation by developing concept notes, pre-feasibility and feasibility studies, business cases, pitch decks, risk assessments, and investor information packs for priority investment projects.
- iii. Establish clear investor engagement procedures, including market sounding, expression of interest processes, investor briefings, data rooms and documentation of all engagements.
- iv. Conduct technical, financial, legal, reputational and institutional due diligence on potential investors, partners and proposed transaction structures before any commitment is made.
- v. Ensure that all PPPs, Joint Ventures, SPVs and investor arrangements comply with the applicable Public-Private Partnership legislation and its regulations, procurement requirements, approval procedures, Treasury Registrar requirements and CBE governance structures, including the roles of the national PPP Centre and PPP Steering Committee where applicable. Public-sector equity participation in any SPV shall not exceed the limits prescribed by the applicable PPP legislation, and the specific structure

and equity limits of each transaction shall be confirmed by Legal Services before commitment.

e) Operational Procedures

- i. All proposed PPP, joint venture, SPV and investor-led initiatives shall be screened for strategic alignment, institutional benefit, affordability, value for money, risk allocation, legal compliance and the protection of CBE's ownership interests.
- ii. Priority projects shall be supported by appropriate project preparation documents, including concept notes, feasibility or pre-feasibility reports, financial models, implementation options, risk matrices, and proposed governance arrangements.
- iii. Market sounding and investor engagement shall be conducted using approved materials, formal communication channels and documented procedures to ensure transparency, fairness and accountability.
- iv. Relevant technical units, Finance, Planning, Procurement, Legal Services, Estates/Asset Management and Management shall be involved in reviewing proposed PPP, Joint Venture, SPV and investor arrangements before any negotiations or commitments are made.
- v. Major PPP, Joint Venture, SPV and investor commitments shall be approved by the relevant CBE governance organs in accordance with applicable laws, regulations and institutional procedures, and shall be monitored periodically against agreed financial, operational and non-financial performance indicators.

3.11 Student Enrolment, Tuition Sustainability and Fee Collection

a) Situational Analysis

Teaching and learning remain central to CBE's mandate and a major source of institutional income. The sustainability of tuition revenue depends on programme relevance, student enrolment and retention, service quality, fee collection, and student support.

b) Policy Issue

Need to safeguard tuition-related income while maintaining quality, access and student-centred services.

c) Policy Statement

"CBE shall support sustainable tuition income through market-responsive programmes, effective marketing, student retention, service quality and strengthened fee collection systems."

d) Strategies

- i. Design and review programmes to meet labour market needs.
- ii. Strengthen marketing and admission conversion.
- iii. Improve student support, career services and customer experience.
- iv. Strengthen fee collection communication and systems while observing applicable policies.

e) Operational Procedures

- i. Academic units shall provide market evidence for new and reviewed programmes.
- ii. Marketing and admissions Units shall coordinate outreach to increase enrolment.
- iii. Finance and academic units shall provide timely student fee information and follow-up.
- iv. Student support services shall address barriers affecting retention and completion.

3.12 Human Resource Capacity, Incentives, Institutional Culture and Knowledge Management

a) Situational Analysis

Resource mobilisation requires competent staff, collaboration, positive attitudes and incentives. Low staff and student engagement reduces the College's ability to exploit opportunities.

b) Policy Issue

Limited internal capacity and motivation for resource mobilisation across staff, departments and campuses.

c) Policy Statement

"CBE shall build staff capacity and institutional culture for resource mobilisation and provide approved incentives for staff and teams contributing to mobilised resources."

d) Strategies

- i. Conduct training in proposal writing, donor compliance, PPPs, negotiation, budgeting and reporting.
- ii. Develop mentorship and peer learning mechanisms.
- iii. Recognise and motivate staff and teams that mobilise resources in accordance with approved rules in the Endowment Fund guideline.
- iv. Integrate resource mobilisation responsibilities into annual plans and performance reviews where appropriate.

e) Operational Procedures

- i. The RM Section shall prepare an annual capacity-building plan.
- ii. Departments shall identify staff with the potential to lead proposal and partnership initiatives.
- iii. Incentives shall be approved by Management and applied transparently.
- iv. Lessons learned shall be shared through internal forums and knowledge products.

3.12.1 Data Management, SOPs, Communication and Knowledge Management

a) Situational Analysis

Effective RM requires accurate data on institutional priorities, budgets, partners, proposals, assets, results and impact. Poor data weakens proposals and reporting.

b) Policy Issue

Inadequate data systems, SOPs, communication materials and knowledge management for resource mobilisation.

c) Policy Statement

"CBE shall establish data, documentation, SOPs and communication systems to support evidence-based resource mobilisation."

d) Strategies

- i. Maintain RM database, proposal library, partner profiles and project concept bank.
- ii. Develop standard institutional briefs, pitch decks, capability statements and impact stories.
- iii. Establish templates for concept notes, proposals, budgets, MoUs, sponsorship letters and donor reports.
- iv. Ensure data quality through collaboration with relevant units.

e) Operational Procedures

- i. Each directorate and campus shall provide updated priority needs and evidence for proposals.
- ii. The RM Section shall maintain controlled versions of standard templates.
- iii. Marketing and Communication Unit shall support the development of visibility and communication materials.
- iv. Data used in proposals shall be validated by responsible technical units.

3.13 Risk Management, Ethics and Compliance

a) Situational Analysis

Resource mobilisation involves fiduciary, reputational, legal, operational and strategic risks. These include proposal rejection, partner disinterest, delayed disbursement, weak documentation, policy approval delays, procurement delays and compliance failures.

b) Policy Issue

Need for risk-informed, ethical and compliant resource mobilisation practices.

c) Policy Statement

"CBE shall conduct resource mobilisation activities in accordance with high ethical standards, applicable laws, risk management principles and institutional values."

d) Strategies

- i. Conduct partner due diligence before formal engagement.
- ii. Maintain risk registers for major RM initiatives.
- iii. Avoid conflicts of interest, unethical inducements and partnerships that damage CBE's reputation.
- iv. Ensure compliance with financial, procurement, audit, donor and legal requirements.
- v. Maintain a Gift and Hospitality Acceptance procedure and a gift register, and define clear criteria for declining donations or conditions that would compromise academic freedom, independence, public interest or the College's reputation.
- vi. Require declaration and management of conflicts of interest by all staff and members involved in resource mobilisation, partner selection and approvals.
- vii. Verify the source of funds for large donations and contributions, in accordance with anti-money-laundering requirements, above a materiality threshold set by the competent authority, and retain the supporting records.
- viii. Manage data-protection and foreign-exchange risks associated with donor and partner engagements, including compliance with the Personal Data Protection Act and prudent handling of foreign- currency grants.

e) Operational Procedures

- i. All significant RM initiatives shall include a risk assessment and mitigation plan.
- ii. Staff involved in RM shall disclose conflicts of interest.
- iii. Legal Services shall review agreements before signature.
- iv. Internal Audit shall periodically review RM processes and the use of mobilised resources.

- v. Each major RM risk shall be assessed using a documented likelihood and impact scoring scale, and recorded in the risk register in Appendix II, which shall be reviewed at least quarterly.
- vi. Gifts, hospitality and donations above the thresholds set by the competent authority shall be recorded in the gift register and reported to Management.
- vii. For donations and contributions above the applicable materiality threshold, the Finance and Legal functions shall carry out source-of-funds verification and retain evidence of the checks performed.
- viii. For foreign-currency grants and international projects, dedicated accounts and cash-flow forecasting shall be used to manage exchange-rate exposure, and personal data shall be processed in compliance with the Personal Data Protection Act, 2022, including the designation of a data-protection focal person and controls on cross-border data transfer, subject to confirmation by Legal Services.

The College shall articulate, through its Risk Management arrangements, a Risk Appetite Statement indicating the level and types of resource mobilisation risk it is prepared to accept, which shall guide the screening, approval and monitoring of RM initiatives.

CHAPTER FOUR

GUIDELINES, CONDITIONS AND PROCEDURES

4.0 Introduction

This chapter provides general guidelines, conditions and procedures to ensure that all resource mobilisation activities are lawful, transparent, coordinated, risk-informed and aligned with CBE priorities.

4.1 General Guidelines and Conditions

- i. All RM activities shall be aligned with the CBE Corporate Strategic Plans, Annual Action Plans, approved budgets, Investment Plan and Resource Mobilisation Plan.
- ii. No staff member, student, department, unit or campus shall solicit or receive resources on behalf of CBE without following approved procedures.
- iii. All cash resources shall be received via official College bank accounts and recorded in the financial management system.
- iv. All in-kind donations shall be valued, inspected where necessary, acknowledged and recorded in the relevant asset or inventory register.
- v. All agreements, MoUs, grant contracts, sponsorship contracts and donor conditions shall be reviewed by Legal Services and approved by the competent authorities before signature.
- vi. Resource mobilisation shall not compromise academic freedom, integrity, the public interest, anti-corruption standards, procurement laws, data protection obligations, or CBE's reputation.
- vii. Restricted funds shall be used only for the purpose agreed with the donor or partner.
- viii. RM information shall be documented, stored and reported in a manner that enables audit, learning and continuity.

4.2 Resource Mobilisation Process

Table 3: Resource Mobilisation Process in CBE

Stage	Main Actions	Responsible Units
1. Opportunity Identification	Scan donor calls, government windows, corporate interests, alumni prospects, PPP/JV opportunities and internal needs.	RM Section, campuses, departments, research/consultancy unit, and investment team.
2. Screening	Assess strategic fit, eligibility, resource requirements, timeline, risks, compliance burden, and expected benefits.	RM Section with technical unit, Finance, Legal and Management as required.
3. Concept Development	Prepare a concept note, problem statement, objectives, outcomes, budget estimate, and implementation arrangements.	Lead the technical unit with support from the RM Section.
4. Approval to Proceed	Seek approval from the relevant authority, depending on the size, risk, and commitment required.	DPD, DR-PFA, DR-ARC, Rector, Management, PFC or Governing Body as applicable.
5. Full Proposal/Engagement	Develop proposal, budget, logframe/results framework, pitch deck, sponsorship package or investment brief.	Lead technical unit, RM Section, Finance, Procurement, Legal, Marketing.
6. Submission/Negotiation	Submit a proposal or negotiate an agreement using approved materials and delegated authority.	Rector/Deputy Rectors/DPD/RM Unit/lead unit.
7. Contracting and Receipt	Sign approved agreement; receive cash through College accounts; receive in-kind resources through acceptance and registration procedures.	Legal, Finance, Procurement, Estates/Asset Management, RM Section.
8. Implementation and Reporting	Implement activities, track outputs, manage the budget, and report to donors/partners and College committees.	Implementing unit, RM Unit, Finance, M&E, and Internal Audit.

Stage	Main Actions	Responsible Units
9. Stewardship and Learning	Acknowledge support, share impact reports, update the partner database, capture lessons, and plan the next engagement.	RM Section, Marketing, implementing unit, Management.

4.3 Specific Guidelines for Resource Channels

Table 4: Specific Guidelines for Resource Channels

Resource Channel	Guidelines
Grants and Donor Funding	Each grant shall have a lead unit, an approved budget, a compliance checklist, a reporting calendar, and a close-out plan.
Sponsorships	Sponsorship benefits shall be modest, transparent, documented and consistent with public institution standards.
In-Kind Donations	Acceptance shall be based on need, usability, clarity of ownership, maintenance implications and compliance with standards; accepted donations shall be formally acknowledged through letters, certificates of appreciation and donor reports, where applicable.
Alumni Contributions	Alumni giving shall be voluntary, well-documented, acknowledged and linked to approved priorities.
Endowment Fund	The endowment shall be governed by rules approved by the Governing Body, including rules on investment, utilisation, audit, and reporting.
Short Courses and Professional Training	Pricing shall reflect cost recovery, value, market demand and approved revenue-sharing rules.
Research and Consultancy	Institutional overheads and staff incentives shall be in accordance with approved research and consultancy guidelines.
PPPs/JVs/SPVs	All transactions shall be prepared, approved, procured, and monitored in accordance with applicable PPP, procurement, Treasury Registrar, and CBE investment procedures.

Resource Channel	Guidelines
Commercialisation of Assets	All leasing, hiring, concessioning, or commercial use of College assets shall be governed by written agreements and official revenue-collection processes.

4.4 Due Diligence and Partner Acceptance

Before entering into significant agreements, CBE shall conduct due diligence proportionate to the engagement's value and risk. The review shall include the legal status, financial capacity, beneficial ownership (where relevant), reputation, compliance record, strategic alignment, potential conflicts of interest, environmental and social risks, and the ability to fulfil commitments. For donations and contributions above a materiality threshold set by the competent authority, due diligence shall include source-of-funds verification in line with anti-money-laundering requirements. Staff and members involved in the engagement shall declare any conflicts of interest, and any gifts or hospitality shall be handled in accordance with the College's Gift and Hospitality Acceptance procedure and recorded in the gift register.

4.5 Incentives and Recognition

CBE may establish approved incentive and recognition mechanisms for staff, departments, campuses and teams that contribute to successful resource mobilization as stipulated into Endowment Fund guideline and resources mobilization Standard Operating Procedures (SOP). These mechanisms shall comply with public service rules, CBE financial regulations, tax requirements and approved institutional guidelines. Recognition may include certificates, public acknowledgement, professional development opportunities, and approved financial incentives, where applicable. To avoid disputes over interpretation, the specific incentive and revenue-sharing arrangements, including eligibility criteria, the basis for any revenue sharing and the approval process, shall be set out in an approved institutional incentive and revenue-sharing scheme, consistent with public service rules, CBE financial regulations, Endowment Fund guideline and resources mobilization Standard Operating Procedures (SOP), tax requirements and, for research and consultancy, the applicable consultancy guidelines. This Policy does not itself set incentive rates or revenue-sharing percentages.

CHAPTER FIVE

LEGAL AND INSTITUTIONAL FRAMEWORK

5.0 Legal and Policy Framework

Implementation of this Policy shall be guided by applicable laws, regulations, policies and institutional instruments of the United Republic of Tanzania and CBE. These include, but are not limited to, the CBE Act and its amendments; the Public Finance Act and public audit laws; the Treasury Registrar (Powers and Functions) Act and Treasury Registrar requirements; the Public Procurement Act and its regulations; the Public-Private Partnership Act and its regulations; the Personal Data Protection Act, 2022; anti-money-laundering and anti-corruption laws; tax laws; education and training policies and NACTVET and TCU requirements; environmental and social safeguards; and, at institutional level, the CBE Corporate Strategic Plan 2026/27–2030/31, the Revised Investment Policy and Guidelines (2025), the Endowment Guidelines (2026), the Resource Mobilisation Plan 2025/26, the Investment Plan 2025/26, CBE financial regulations, and research and consultancy guidelines. The specific statutory thresholds, equity limits, remittance and contribution rates arising from these instruments shall be applied as prescribed by law and confirmed by Legal Services and the Finance function; they are not fixed in this Policy.

5.1 Institutional Arrangement and Roles

Table 5: Institutional Arrangement and Roles

Actor	Roles and Responsibilities
Governing Body	Approve the Resource Mobilisation Policy, major RM strategies, endowment governance, major PPP/JV/resource commitments, and receive periodic performance reports.
Planning and Finance Committee	Review and recommend RM plans, budgets, policies, reports, and major proposals prior to submission to the Governing Body; provide strategic guidance and oversight.
Rector	Provide overall leadership, approve engagement within delegated authority, lead strategic partner engagements and report significant resources mobilised.

Actor	Roles and Responsibilities
Deputy Rector – PFA	Oversee the financial, administrative, procurement, and infrastructure dimensions of RM; ensure compliance with budgeting, accounting, and asset management procedures.
Deputy Rector – ARC	Oversee academic, research, consultancy, innovation, training and student-related resource mobilisation initiatives.
Directorate of Planning and Development	Coordinate policy implementation, planning alignment, RM pipeline management, donor mapping, project concept development, M&E and reporting.
Resource Mobilisation Unit/Section	Coordinate day-to-day RM activities, maintain partner database, support proposal development, track opportunities, coordinate stewardship and prepare quarterly reports.
Finance Unit	Ensure proper budgeting, receipt, accounting, banking, financial reporting and donor compliance for mobilised resources.
Legal Services Unit	Review agreements, MoUs, contracts, sponsorship documents, and legal risks before making commitments.
Procurement Management Unit	Ensure procurement under mobilised resources complies with applicable procurement laws, donor rules, and CBE procedures.
Internal Audit Unit	Provide assurance on controls, utilisation, reporting, and compliance for mobilised resources.
Quality Assurance Unit	Ensure RM-supported academic and service interventions uphold institutional quality standards.
Marketing and Communication Unit	Support visibility, corporate image, sponsorship materials, donor recognition, impact stories and communication campaigns.
Campus Directors	Coordinate campus-level priorities, RM focal persons, partner engagement, asset needs and reporting.
Directorates, Departments, Centres, and Units	Identify needs and opportunities, prepare proposals, implement RM-supported activities, report results and support stewardship.
Staff and Students	Participate in approved RM activities, uphold ethical standards, disclose conflicts of interest and protect the College's reputation.

5.2 Resource Mobilisation Committee (RMC)

CBE will establish a Resource Mobilisation Committee to support the implementation of this Policy. The Committee shall advise on RM priorities, review pipelines and major proposals, support partner engagement, monitor performance, and recommend corrective actions. The College of Business Education shall establish an **Resource Mobilisation Committee (RMC)** relative to the members from the **Investment Committee (CBE-IC)** to oversee and monitor the College's resources mobilisation activities.

5.2.1 Composition

The CBE Resources Mobilisation Committee (CBE-RMC) shall comprise:

1. **Chairperson:** The Deputy Rector, Planning, Finance, and Administration, or any other person acting in this capacity.
2. **Secretary:** The Head of the College's Resource Mobilisation and Investment Section, or any person acting in this capacity.
3. **Members**
 - i. Two external members from the private sector who are investment/Real Estate experts;
 - ii. The Director of Planning and Development (DPD);
 - iii. Manager, Estate Section;
 - iv. Head of Communication and Marketing Unit;
 - v. The Director of Finance (DF) or any person responsible for finance at CBE;
 - vi. Director of Research and Consultancy;
 - vii. Campus Directors and managers-PFAs;
 - viii. Head of Unit Legal;
 - ix. Head of Unit Procurement;
 - x. Directors CBE Enterprises Limited;
 - xi. Representatives from the College's participatory organs, i.e., RAAWU and THTU; and
 - xii. Other Invitees: Members of the College's GB or experts invited by the Chairperson on technical merits to provide insights into specific investment matters.

5.3 Coordination with the CBE Enterprise Limited and Investment Structures

When resource mobilisation concerns commercial ventures, PPPs, JVs, SPVs, or the CBE Enterprise Limited, coordination shall be maintained among the RM Section, the Investment function, Finance, Legal, Procurement, Management, and the Governing Body. This is to ensure that fundraising, investor engagement and commercialisation are legally compliant, financially sound, strategically aligned and transparently reported.

A documented flow-of-funds protocol shall govern the routing of mobilised resources between operational use and investment deployment. The protocol shall specify who decides that mobilised resources are to be channelled into an investment vehicle governed by the Investment Policy rather than applied to operational budgets, the criteria for that decision, and the required approval levels, so that the upstream (mobilisation) and downstream (investment) functions remain distinct, auditable and aligned.

CHAPTER SIX

MONITORING, EVALUATION, REPORTING AND REVIEW

6.0 Introduction

Monitoring and evaluation shall ensure that the implementation of this Policy remains effective, accountable and responsive to emerging opportunities and risks. M&E shall be integrated into CBE's institutional planning and performance reporting systems.

6.1 Monitoring System

The RM Section shall maintain a monitoring system covering resource mobilisation targets, funding opportunities, submitted proposals, success rates, sponsorships secured, donations received, alumni contributions, in-kind resources, PPP/JV progress, partner engagements, compliance deadlines, utilisation of mobilised resources, and impact indicators.

Table 6: Monitoring System

Indicator Area	Sample Indicators
Institutional Capacity	RM section operational; number of RM officers/focal persons trained; SOPs/templates approved; CRM/database updated.
Proposal and Grant Performance	Number of opportunities identified; concepts developed; proposals submitted; proposals approved; total value mobilised; grant compliance rate.
Partnerships and Sponsorships	Number of active partners; MoUs signed; sponsorship value secured; post-event reports issued; partner satisfaction feedback.
In-Kind and Alumni Support	Value and number of in-kind donations; alumni database coverage; alumni contributions; endowment fund growth.
PPPs/JVs and Investments	Pipeline projects prepared; concept notes/pre-feasibility briefs completed; market sounding events held; investor engagements conducted; agreements approved.
Financial Stewardship	Timely banking; budget absorption; audit findings; donor reports submitted on time; restricted funds used as intended.
Impact	Resources linked to improved infrastructure, ICT, scholarships, student welfare, research outputs, staff capacity, and the quality of teaching and learning.

6.2 Reporting System

- i. The Head of Resource Mobilisation shall prepare quarterly progress reports and submit them to the Director of Planning and Development for consolidation.
- ii. Quarterly reports shall be presented to Management and relevant College committees for discussion, guidance, and recommendations/approvals.
- iii. Major resource mobilisation achievements and risks shall be reported to the Governing Body through the College's established governance channels.
- iv. Technical teams for donor-funded projects shall prepare and submit technical and financial reports in accordance with donor agreements, reporting schedules, and applicable CBE procedures.
- v. An annual Resource Mobilisation Performance Report shall be prepared summarising resources mobilised, utilisation, impact, risks, lessons and priorities for the next year.

6.3 Evaluation

The Directorate of Planning and Development shall coordinate periodic evaluations of this Policy. Each evaluation shall assess relevance, effectiveness, efficiency, sustainability, compliance, stakeholder satisfaction and contribution to the Corporate Strategic Plan. Evaluation methods may include document review, financial analysis, surveys, interviews, focus group discussions, case studies and field verification of funded outputs.

6.4 Policy Review and Amendment

This Policy shall take effect upon approval by the CBE Governing Body. It shall be reviewed after three years, or earlier if changes in law, institutional structure, strategic priorities, funding environment, donor requirements, or implementation experience necessitate an amendment. Amendments shall follow the College's approved policy review and governance procedures.

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APPENDIX I: RESOURCE MOBILISATION APPROVAL MATRIX

Table 7: Resource Mobilisation Approval Matrix

Type of Engagement	Minimum Documentation	Approval/Review
Small sponsorship or donation	Request/offer letter, acceptance note, budget/use statement, and acknowledgement letter.	Head of RM/DPD and Finance; Management where institutional visibility is involved.
Major sponsorship/donation	Concept note, budget, due diligence, draft agreement, visibility plan, stewardship plan.	Legal, Finance, Management, PFC/GB depending on value and risk.
Grant proposal	Call details, concept note, full proposal, budget, compliance checklist, and institutional approvals.	Lead unit, RM Unit, Finance, Legal, Management; GB, where counterpart obligations are significant.
In-kind donation	Needs justification, technical inspection, valuation, asset registration, and acceptance letter.	Technical unit, Finance, Estates/Asset Management, DPD/Management.
PPP/JV/SPV	Concept note, pre-feasibility, risk assessment, due diligence, procurement/PPP compliance plan, draft agreement.	Investment/RM functions, Finance, Legal, PMU, Management, PFC and GB in accordance with the law.
Endowment contribution	Gift instrument, purpose restrictions, investment/utilisation rules, reporting plan.	Finance, Legal, DPD, Management and GB as required.

APPENDIX II: RESOURCE MOBILISATION RISK REGISTER TEMPLATE

Table 8: Resource Mobilisation Risk Register Template

Risk	Likelihood	Impact	Mitigation	Responsible Unit
Proposal rejection due to weak alignment	Medium	High	Use the donor criteria checklist and peer review.	RM Unit/Lead Unit
Delayed partner feedback or disbursement	Medium	Medium	Set follow-up cadence and contingency timelines.	RM Unit

Risk	Likelihood	Impact	Mitigation	Responsible Unit
Weak PPP/JV documentation	Medium	High	Prepare standard pitch decks, data rooms and pre-feasibility briefs.	DPD/Investment/RM
Reputational risk from an unsuitable partner	Low	High	Conduct due diligence and Legal review.	RM Unit/Legal
Misuse or poor reporting of mobilised resources	Low	High	Strengthen finance controls, audit and reporting calendar.	Finance/Internal Audit
Low staff participation	Medium	Medium	Training, incentives and performance recognition.	DPD/HR/RM

APPENDIX III: COMMENTS FROM MASTER WORKERS COUNCIL, 2026

S/N	Comments/Observation	Action Taken	Page No.
1	The SWOC analysis should be revised to reflect the College of Business Education's actual situation and realities. Points that do not reflect CBE's institutional context should be removed or revised accordingly.	The SWOC analysis was revised to reflect CBE's actual institutional strengths, weaknesses, opportunities and challenges. Generic or less relevant points were removed, while CBE-specific issues such as statutory mandate, strategic campus locations, dependence on tuition and government subvention, limited resource mobilisation systems, donor mapping gaps, investment project preparation, alum engagement, PPP/JV potential, and compliance risks were incorporated.	19
2	The critical policy areas should emanate from the issues identified in the revised SWOC analysis.	The critical policy issues were revised and aligned with the revised SWOC analysis. The Section now addresses issues arising from the SWOC, including the need for a comprehensive resource mobilisation policy and procedures, strengthened coordination structures, revenue diversification, donor mapping and proposal development, alumni and stakeholder engagement, investment/PPP project preparation, tracking and reporting systems, staff capacity and incentives, due diligence, risk management, and integration with planning, budgeting, procurement, legal, finance and M&E systems.	20