



UNITED REPUBLIC OF TANZANIA
MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY
MOSHI CO-OPERATIVE UNIVERSITY (MoCU)
CHUO KIKUU CHA USHIRIKA MOSHI



CONSULTANCY POLICY AND GUIDELINES

Third edition

JULY, 2020

**Approved by the 8th Meeting of the University Council Held on
24th July 2020**

Published by:

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ISBN 978-9987-06-033-7

Third edition: July, 2020

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ACRONYMNS AND ABBREVIATIONS

BCS	Bureau of Consultancy Services
CDRC	Consultancy Dispute Resolution Committee
COASCO	Co-operative Audit and Supervision Corporation
DHRMA	Directorate of Human Resource Management and Administration
DCLA	Directorate of Co-operative Library and Archives
DPF	Directorate of Planning and Finance
EAC	East African Community
EoI	Expression of Interest
FBIS	Faculty of Business and Information Sciences
FCCD	Faculty of Co-operative and Community Development
ICA	International Co-operative Alliance
ICCE	Institute of Continuing Co-operative Education
ICT	Information and Communication Technology
MoCU	Moshi Co-operative University
MPRO	Marketing and Public Relations Office
MUCCoBS	Moshi University College of Co-operative and Business Studies
NGO's	Non-Governmental Organisations
TCDC	Tanzania Co-operative Development Commission
TCU	Tanzania Commission for Universities
TFC	Tanzania Federation of Co-operatives

FOREWORD

Moshi Co-operative University (MoCU) as an institution of higher learning offers consultancy services to the public as one of its core functions along with teaching and research. When MoCU was established as a fully-fledged University in 2014, a review of the consultancy policy then in place was undertaken to accommodate structural and operational demands and changes. Following the said review, the 2016 version of the policy was produced and has guided consultancy activities at the University since then. Under the 2016 policy framework, the University has undertaken a number of successful assignments both within and outside the country especially in the co-operative and related fields including microfinance and banking. In fact, as a specialised institution, MoCU's consultancy services revolve around the mission of the University which is "to provide quality education, training, research and advisory services to enhance co-operative development". Besides, the national co-operative legal and policy framework mandates the University to, among other things, offer advisory services to the co-operative sector and the co-operative movement. In view of this, co-operative development shall continue to be at the core of the University's consulting activities.

Although consultancy activities have contributed to individual and institutional incomes, they have also been providing opportunities for staff to blend theoretical knowledge with real-life practices. However, much is left to be desired to see to it that consultancy activities generate more income and substantially reinforce teaching, community services and research activities. This reviewed Policy is meant to provide a framework for achieving this end. In this regard, the Policy redefines the structure for management of consultancy activities in order to ensure more efficiency. Seeking and execution of assignments are decentralised to faculties/departments/specialised firms in order to ensure more staff participation and effective mentorship. This approach is also meant to enhance quality control and accountability. Moreover, the Policy emphasises the need to understand consultancy activities within the broader context of the core functions of the University which are supposed to be undertaken, not exclusively, but in a manner that they mutually reinforce one another. The Policy also presents a slightly new approach of managing and apportioning consultancy funds to ensure fairness, transparency and integrity are observed both by the consultants and the University. It is expected that effective implementation of this Policy will not only maximise the benefits generated by consultancy activities, and stir aggressiveness in seeking and executing assignments but also ensure more effective contribution of consultancy to teaching, learning and research.

I call upon all University staff to implement this Policy objectively and justly in order to produce the expected results.

Prof. Alfred S. Sife
Vice Chancellor

DEFINITIONS

In this Policy, unless the context otherwise requires;

'Apprentice Consultant' means a trainee/novice consultant who is understudying junior and senior consultants.

'Bid Proposal' means the technical and financial proposal sent to the Client.

'Client' means an actor in the consulting process who seeks for expert advice from a consultant.

'Community Service' means voluntary or University initiated or directed work intended to help people in a particular area/ community in fulfillment of University vision and mission.

'Competitive Bidding' means an open method of applying for the provision of requested consultancy services whereby consultants are publicly invited by a procuring entity to compete with each other in submitting bid proposals, and whereby the selection is based on the competitiveness of the proposal either in terms of quality and/or price.

'Consultancy Service' means a service of an intellectual or advisory nature, provided by an expert who is skilled and qualified in a particular field or profession, which aims at solving a particular problem of a client upon request and at a fee. Consultancy encompasses outreach activities obtained either by bidding or at client's request and at which fee is certain or prescribed.

Provided that, the service does not include an activity, paid or unpaid and which is in furtherance of scholarship or general dissemination of knowledge including, but not limited to:

- (i) Authorship of, or royalties from publication of books;
- (ii) Contract research as specified under University Research Policy and Guidelines;

- (iii) Editorship of academic publications or publication of academic articles;
- (iv) External examiner duties, lecture tours and conference presentations or attendance;
- (v) Interactions with the media; and
- (vi) Normal inter-institutional academic activities;
- (vii) Professional arts performances;
- (viii) Service on public sector or charitable committees;
- (ix) Special assignments from the Government such as policy and law making (where the Government requires the University to provide experts);
- (x) Teaching programmes preparations and teaching quality assessments;
- (xi) Unpaid/*pro bono* community services.

'Consultant' means a firm, company, corporation, organisation, partnership or an individual engaged in or able to be engaged in the business of providing consultancy services. In this Policy, unless specified otherwise, a consultant refers to an individual member of staff or the University, department, and unit or firm as a consulting entity.

'Consulting Process' means a series of activities involved in the seeking for and provision of expert advice at a price. Ideally, this process involves two main actors the consultant and client.

'Contract' means a written agreement between the Consultant and the Client specifying the terms and conditions of an assignment.

'Corrupt Practice' means the practices involving the offering, giving, receiving, or soliciting of anything of value to influence the action of any actor in the consulting process.

'Fee' means price and range of pricing a typical client pays for a consulting service rendered by the university staff/the University as stated in the consulting agreement.

'Firm' means professional and specialised unit of the University established to seek and execute consultancy assignments.

'Full Cost Recovery' means the recovery of all direct and indirect costs associated with the consultancy undertaking.

'Joint Consultancy Works' means consultancy activities secured and or undertaken jointly by the University and other academic institutions, development partners, professional units, private sector and other stakeholders at national, regional and international levels.

'Junior Consultant' means an individual consultant who has successfully participated in seeking, bidding and execution of four consultancy assignments out of which he/she must have participated in the bidding of at least two.

'Outreach Services' means services where the University reaches out communities which do not have access to its services. The services encompass a wide range of communication and educational activities organised by the University outreach department intended to facilitate the development of targeted communities in University areas of competence.

'Report(s)' means final consultancy report(s) submitted to the Client.

'Senior Consultant' means an individual consultant who has successfully participated in seeking, bidding and execution of at least seven consultancy assignments out of which he/she must have participated in the bidding of at least four. For avoidance of doubt and for purposes related to entitlements under consultancy contracts, seniority in consultancy is not the same as seniority in academic ranks.

'Staff' means the staff of the University as defined by the MoCU Charter, 2015.

'Units' means specialised units under academic departments for purposes of fostering their academic and professional practices.

'University/MoCU' means the Moshi Co-operative University as established by the MoCU Charter, 2015.

PART ONE: POLICY FRAMEWORK

1.0 INTRODUCTION

1.1 Background Information

The history of the Moshi Co-operative University (MoCU) dates way back to 5th January, 1963 when the then Co-operative College Moshi was established. The College's primary responsibility was training of human resource in the co-operative sector under the then Ministry of Co-operatives and Community Development. The College was subsequently established through the Co-operative College Act No. 32 (Repealed) of 1964 as an autonomous institution with its own Governing Board. In 2004, the Co-operative College Moshi was transformed into Moshi University College of Co-operative and Business Studies (MUCCoBS) as the Constituent University College of Sokoine University of Agriculture through the Government Declaration Order No. 22 of 2004. MoCU came into being as a result of transforming Moshi University College of Co-operative and Business Studies (MUCCoBS) to a full-fledged University in September, 2014. The University is governed by its own Charter, made under the Universities Act No. 7 of 2005 (Cap 346) of Tanzania laws.

MoCU is located in Moshi Municipality, on the foot of Mount Kilimanjaro along Sokoine Road. MoCU has a teaching centre located in Shinyanga Region along Tabora Road, namely Kizumbi Teaching Centre. In addition, the University operates 13 Regional Offices catering for all the regions in Tanzania Mainland. These offices are located in Mtwara (serving Mtwara and Lindi Regions), Mbeya (serving Mbeya, Katavi and Rukwa), Kilimanjaro (serving Kilimanjaro, Arusha and Manyara Regions), Shinyanga (serving Shinyanga and Simiyu Regions), Mwanza (serving Mwanza, Geita and Kagera), Iringa (serving Iringa and Njombe Regions), Dodoma (serving Dodoma and Morogoro Regions),

Coast (serving Coast, Dar-es-Salaam and Zanzibar), Singida, Ruvuma, Tanga, Tabora and Kigoma.

1.2 Vision and Mission

1.2.1 Vision

The vision of the University is to become "A Centre of Excellence in Co-operative Education and Practice."

1.2.2 Mission

The mission of the University is "to provide quality education, training, research and advisory services to enhance co-operative development."

1.3 Core Values

In pursuing its mission and achieving its vision, the University is guided by seven core values namely: co-operation, objectivity, pursuit of excellence in service delivery, integrity, accountability, courtesy to all and social responsibility.

1.4 Motto

The Motto of the University is "*Ushirika ni Biashara.*"

1.5 Objects and Functions of the University

The general objectives of the University are to advance knowledge, wisdom, understanding and enhance creativity through teaching, research, extension and consultancy on all matters relating to co-operative development, rural transformation, business studies, information and communication technology, law and any other relevant area of learning and knowledge at national and international levels.

1.6 Areas of Consulting Competence

Co-operative and business management are the University's key areas of competence. There are multiple other specific areas where the University has consulting competence. The areas include co-operative development and management; banking and microfinance; marketing,

entrepreneurship development; strategic planning- including business planning; community organisation and development; law and policy review and development; local government development and transformation; participatory training; training needs assessment; organisational development and transformation; programme reviews and impact assessment; information and communication technology; records management; environmental impact assessment; procurement and supply chain management; value chain management; social and economic profiling; information technology and library science, financial and management accounting, human resource management and audit and cross cutting issues.

2.0 POLICY JUSTIFICATION, OBJECTIVES AND GUIDING PRINCIPLES

2.1 Justification for Policy Review

This policy review draws its mandate from MoCU's Strategic Plan (2019/2020 to 2021/2022) which requires review of the 2016 Consultancy Policy to deal with evident gaps and address issues arising from current developments in the consultancy industry. While MoCU has been in the consultancy industry for many years and has accumulated vast experiences in managing consultancy work, the current market dynamics, technological changes and organisational set ups require new adaptation and coping strategies.

The Bureau operates as a coordinating organ of consultancy activities. However, it works with no supporting units under it, which makes it more or less atomized. This kind of structural arrangement renders it less effective in securing and managing consultancy works in the wake of increasing demand for competitiveness. Even though the Bureau has all the potentials given the qualified consultants at its disposal, the existing arrangement is considered to be one of the main reasons for failure of the Bureau to contribute adequately to the University coffers. There have also been claims that the existing arrangement does not allow transparency in securing and allocating consultancy work and the revenues collected.

Although the 2016 Policy provides distribution of consultancy revenue based on the net income (after deducting reimbursables), there have been complaints that some consultants overstate reimbursables in order to minimize net fees, thus denying the University its legal share of

income. On the other hand, consultants are raising criticisms that the existing distribution ratio is not fair. The distribution ratio is also a factor that encourages overstatement of the reimbursables.

While there is sufficient evidence that consultancy generates massive theoretical and practical knowledge that would be useful in teaching and research, there is limited knowledge shared from consulting. Major lessons and experiences generated from consultancy are hardly utilized to enrich the teaching and research. Generally, there is little linkage between consultancy, teaching and research functions. There is also limited involvement of junior staff in the consulting process even though most experienced consultants are aging out, i.e. lack of clear succession plan. Other gaps in the 2016 Policy include lack of clear guidelines in dealing with the co-operative sector and grassroots which are the University's main clients and stakeholders, deficiency of precise strategy in marketing and promotion of MoCU's consultancy capabilities, and uncoordinated and unclear methodologies in seeking consultancy works.

The absence of a precise definition of consultancy work, and how consultancy work differs from community services has also been a source of confusion. Failure to distinguish consultancy from community work has been one of the sources of disagreements and probably a serious weakness of the 2016 Policy. With increasing pressure for collaborative efforts among institutions, the 2016 Policy does not adequately provide guidance on how joint consultancy work should be undertaken.

Since the execution of consultancy works ultimately has an impact on the academic reputation of both the individual consultant and the University, there is need to have a common guiding policy for such undertakings. Moreover, the academic and economic benefits which accrue as a result of accomplishing consultancy assignments demand

formalized and orderly mechanisms that are capable of ensuring optimal harnessing and utilization of these benefits, hence, the justification for this Policy. This Policy is intended to address the aforementioned gaps and guide the entire implementation process in the current competitive environment.

2.2 Situational analysis

MoCU is endowed with experts in the co-operative and business management fields. Skills and professionalism in these fields include finance, banking, law, co-operation, information technology, marketing, procurement and supply management. The University is a diversified institution with operations covering Tanzania through its operational centres. The University is currently the centre of excellence in co-operative and business management training of the East African Community (EAC). It has an accumulated experience of more than 55 years in consulting industry within and outside Tanzania. MoCU is also linked to other experienced consultants and higher learning institutions locally and internationally.

The Consulting activities at the University are however inhibited by low involvement of junior staff, centralised execution of consultancy assignment due to lack of specialised firms to cater to for specific requirements of clients, (this is despite the fact that expertise exists for specialised skills such as law, co-operation, information technology, management and finance). On the other hand, the University has opportunities that include its main markets including but not limited to the business, banking and microfinance, procurement, and co-operative sectors in Tanzania, Eastern, Central and Southern African regions.

MoCU is an associate member of the International Co-operative Alliance (ICA) which has enabled it to create links globally in the sector. The University is however challenged with increased competition in the

consulting industry, ever changing and dynamic operational environment and low funding by donors for funding of clients' advisory requirement.

2.3 Policy Objectives

2.3.1 Main Objective

The main objective of this Policy is to have an effective system for securing and managing consultancy activities.

2.3.2 Specific Objectives

The following are the specific objectives of the Policy:

- (i) To strengthen capacity building activities/initiatives for all members of staff;
- (ii) To reinforce the strategies for marketing, and promoting the University's consulting capability;
- (iii) To provide guidance on joint consultancy works;
- (iv) To ensure transparency and integrity in all consultancy activities;
- (v) To identify enhance the University's capacity of searching and soliciting consultancy works;
- (vi) To ensure effective sharing and dissemination of consultancy information;

2.4 Guiding Principles

All consultancy assignments at the University shall be governed by the following principles:

- (i) All consultancy assignments that will be executed by staff of the University shall be governed by this Policy.

- (ii) All members of the Academic Staff owe their professional commitment to the University.
- (iii) Professional excellence permeates all consultancy undertakings. All members of the academic staff should ensure that, in no way, should any consultancy assignment dissuade them from this noble obligation.
- (iv) All members of the academic staff should ensure that the professional image and academic status of the University should never be compromised in the course of undertaking any consultancy assignment.
- (v) All members of the academic staff should be guaranteed adequate freedom and encouragement to participate in consultancy undertakings with the understanding that these will enhance the quality and competence of their direct contribution to the University.
- (vi) Transparency and integrity shall at all times be observed by the University and consultants engaged in bidding and execution of assignments.
- (vii) All staff of the University should engage themselves in consultancy undertakings free of corruption.
- (viii) Consultants shall ensure clients' information is kept confidential unless permission to disclose is granted.
- (ix) The University and consultants shall strictly comply with this Policy and instruments made under it and consultancy contracts between the University and clients.

3.0 POLICY ISSUES, STATEMENTS AND STRATEGIES

3.1 Consultancy Administrative Structure

Successful seeking, management and execution of consultancy works depend on among other factors an effective consultancy management structure. Ideally, the structure should be financially independent and ensure transparency, fair participation of all academic staff in bidding and execution of assignments. The current operational structure is not supported and reinforced by specialised firms within the University set up. Specialised firms enhance the capacity to seek, bid and execute specific assignments that need explicit skills such as law, banking and community development.

3.1.1 Policy Statement:

The University shall reform and streamline the existing structure to enable formation and operationalisation specialised firms where need arise.

3.1.2 Policy Strategies:

The University shall:

- (i) Establish specialised consulting firms to cater for specific consultancy works
- (ii) Decentralise management of consultancy undertakings to departments and firms.

3.2 Searching and Securing Consultancy Works

Securing consultancy works is a demanding task. This is particularly true at present where high competition has dominated consultancy business. Searching for consultancy work requires dedication, commitment and constant efforts. Securing consultancy works, on the other hand, involves numerous factors including competence, networking, lobbying as well as discipline. The University's experience in seeking and securing

consultancy works has not been satisfactory. Factors that could be contributing to this situation include absence of a strategy for tracking consultancy opportunities, limited networking with potential clients e.g.co-operatives, minimal connections with key stakeholders including TCDC, limited funds for searching works, absence of specialised/professional based consultancy units/firms, limited participation of faculties and departments in searching and securing consultancy works and limited collaborative arrangements with other consulting institutions in joint consultancies.

3.2.1 Policy Statement:

The University shall make use of all the strategic means to search, solicit and secure consultancy assignments.

3.2.2 Policy Strategies:

The University shall:

- (i) Ensure that the seeking of consultancy works is done by firms/departments/units.
- (ii) Decentralise the consultancy seeking mandate to firms/specialised units/departments.
- (iii) Encourage consultants to seek assignments provided they liaise with respective departments and the BCS.
- (iv) Set up a system for fore-sighting upcoming consultancy assignments.
- (v) Identify strategic means of generating further consultancy works from ongoing or executed assignments.
- (vi) Through BCS coordinate and facilitate the overall searching of consultancy assignments.

3.3 Management of Joint Consultancy Works

In the globalized world characterized by integration in virtually all aspects of human life including the knowledge arena, networking in

seeking and execution of consultancy assignments is inevitable. Currently, there are limited collaborative/joint consultancy works which, in part, limits the University's visibility. Moreover, there are no guidelines on securing and execution of joint works and the manner of managing and sharing funds generated out of joint works.

3.3.1 Policy Statement:

The University shall establish and strengthen collaboration with other partners in securing and executing consultancy works.

3.3.2 Policy Strategies:

The University shall establish and maintain linkages, collaborations and strategic networks with the government, local and international institutions.

3.4 Marketing and Promotion of Consultancy Services

Marketing and promotion of consultancy services is an essential strategy if an organisation is to excel in the undertaking engaged in. Without effective marketing and promotion strategies organisation products and services and the business as a whole is doomed to be stagnant. As it is the case in many other institutions, the flourishing of the consultancy undertaking at MoCU is also dependent on marketing and promotion of its services. The University is required to market and promote its consultancy capability and experience to attract many stakeholders to make use of the same.

At the moment there are questions on the marketing and promotion of such services to key stakeholders. The University lacks a programme on marketing and promotion of consultancy services undertaken. Besides, the University is yet to have in place consultants' profiles, database on work done and has limited funds and infrastructure to ensure sustainable marketing and promotion of its services. The problem of

marketing and promotion is partly contributed by the University's minimum collaboration in marketing and promotion with other Universities/Institutions/Consultants.

3.4.1 Policy Statement:

The University shall utilize all strategic competitive marketing and promotion tools to market and promote its consultancy capability.

3.4.2 Policy Strategies:

The University shall:

- (i) Allocate adequate resources for consultancy works marketing and promotion.
- (ii) Prepare and maintain consultants' profiles and consultancy databases.
- (iii) Circulate marketing/provide marketing information to potential clients and stakeholders.

3.5 Capacity Building

Given the dynamic and competitive nature of the consulting industry, having knowledgeable and skillful consultants who can deliver output that meets the expectations of clients and build a capability profile is inevitable. Currently, there are challenges that require concerted effort in building the consulting capacity of the University staff in a manner that is sustainable. Key challenges that contribute to the limited capacity of staff include limited consulting knowledge, absence of a clear succession plan, absence of capacity building programme on consultancy, less participation of junior staff in consultancy works and limited capacity of the regional programme coordinators.

3.5.1 Policy Statement:

The University shall take comprehensive and sustainable measures to strengthen staff members' consulting knowledge, skills and competence.

3.5.2 Policy Strategies:

The University shall:

- (i) Prepare and maintain a programme on capacity building to all staff.
- (ii) Mobilise junior staff to participate in consultancy works for capacity building.
- (iii) Encompass gender equality components in capacity building programmes.
- (iv) Ensure sustainable training on consultancy to all staff.
- (v) Coordinate and organise seminars and workshops for all staff.

3.6 Linkage between Consultancy and other Academic Undertakings

Consultancy, research and teaching are notably the core functions of Universities. The three are interrelated, interdependent and equally important. The link between them is thus of utmost significance. At the University, there are issues with the linkage of the three. Experiences, methodologies and findings are yet to impact on teaching curricula among other things. No case studies are developed from consultancy undertakings. There are also limited publications. Worse is the perception that consultancy work negatively affects teaching activities.

3.6.1 Policy Statement:

The University shall ensure consultancy, research and teaching activities are linked in a manner that they effectively reinforce one another.

3.6.2 Policy Strategies:

The University shall:

- (i) Encourage publications arising out of consultancy works.
- (ii) Ensuring that consultancy experiences are integrated in teaching curricula.

3.7 Information Sharing and Dissemination

While consultancy work has the potential to generate useful data and information for enriching teaching, research and curriculum development/review and helping to improve the capacity of consultants and mentoring efforts, there is limited dissemination and usage of the same. Moreover, forums for sharing consultancy outputs are non-existent. As a result, some members of staff and academic administrators bear a negative perception that consultancy work is for personal gain and deprive of the time meant for teaching and research. On the other hand, there are no clear guidelines on disclosures and non-disclosures of consultancy information, which leaves gap as to which information to be utilized for academic purposes. Generally, the contribution of consultancy works to research, teaching and other academic activities is negligible.

3.7.1 Policy Statement:

The University shall take all the necessary measures to ensure that experiences relating to consultancy works are shared and used appropriately among its staff.

3.7.2 Policy Strategies:

The University shall:

- (i) Capacitate consultants on proper ways of sharing consultancy experiences.
- (ii) Prepare sustainable programmes for information sharing among the University's core functions.
- (iii) Organise and establish periodic forums for consultancy experience sharing involving consultants, teaching staff and students.
- (iv) Encourage consultants to develop case studies and publish findings/methodologies subject to approval by the client.

3.8 Transparency and Integrity

For the consultancy activities to be undertaken in a fair, productive and sustainable manner, transparency and integrity must be ensured. Factors that pose a challenge to transparency and integrity include non-declaration of consultancy works on the part of consultants, dishonest presentation of consultancy terms and conditions and failure to comply/honor terms and conditions of consultancy agreements.

3.8.1 Policy Statement:

The University shall ensure that the principles of transparency and honesty are complied with in all consultancy undertakings.

3.8.2 Policy Strategies:

The University shall:

- (i) Establish and operationalise incentives to attract declaration of consultancy works by the University staff.
- (ii) Sanction those who do not declare consultancy works.
- (iii) Comply with terms and conditions of consultancy agreements.
- (iv) Ensure assignments are carried out without any conflicts of interest.

3.9 Pricing, Consultancy Works

Appropriate and fair pricing of consultancy assignments is an essential component in sustaining the University's consulting services cost recovery including tax liabilities must be taken into account in pricing of consultancy works.

3.9.1 Policy Statement:

The University shall ensure that consultancy pricing is based on a cost recovery and where necessary recoup tax claims.

3.9.2 Policy Strategies:

The University shall:

- (i) Ensure all consultancy works are priced on a cost plus basis.

- (ii) Ensure all tax requirements are complied with including registration with relevant tax authorities for relevant taxes.
- (iii) Ensure equitable distribution of consultancy income.

PART TWO: POLICY GUIDELINES

4.1 Management of Consultancy Works

- (i) The management of consultancy works shall be done at department or firm level provided that where BCS shall in all cases be informed of all undertakings.
- (ii) Notwithstanding the generality of the above, where a consultancy assignment is of a cross-cutting nature and creates difficulties in determining the appropriate host, it shall be managed by the BCS.
- (iii) Departments/firms shall manage consultancy activities through committees which shall be established for purposes of managing consultancy services.
- (iv) The committees shall be under the chairpersonship of Head of Department/coordinator concerned and shall be composed of not more than 3 members including at least one member with experience on consultancy works.
- (v) The committee shall be responsible for, among other things:
 - (a) Mapping out and formulating consultancy programmes for department/firm.
 - (b) Assigning staff with assignments on bidding.
 - (c) Strategize on lobbying in consultation with the BCS.
 - (d) Corresponding with BCS on all matters under this Policy and Guidelines.
 - (e) Identifying consultancy related capacity building needs and communicates them to BCS for needful action and where possible address them.
- (vi) For consulting firms, the management of consultancy services shall be as per the terms and conditions of instruments establishing them.

4.2 Searching and Acquiring Consultancy Works

- (i) Individual members of staff in general, faculties, departments, firms and BCS staff must seek to acquire consultancy assignments through the mass media, initiating contacts with prospective clients, snowballing, lobbying and other appropriate strategic means.
- (ii) Marketing of the University' consultancy activities via various promotional strategies shall be actively undertaken as one way of enhancing chances of acquiring more consultancy assignments.
- (iii) For the same purpose, BCS in collaboration with the MPRO shall produce publicity materials including consultants' and institutional profiles and activities in brochures, leaflets, and fliers describing the range of services offered by the University. The profiles shall be shared to the public and potential clients through the University website.
- (iv) BCS shall develop a database of potential clients with whom regular contacts will be maintained to keep track of possible assignments. BCS shall keep track of consultancy assignments market through the media, the internet and contacts made from previous assignments.
- (v) Except for single-sourced consultancies by the Client, all consultancy assignments that are publicly advertised shall be applied for through the normal open procedure.
- (vi) The open procedure shall involve, among others, expressing the interest in performing the advertised consultancy and, upon being short-listed, presenting a formal application in the form of a Bid Proposal.

- (vii) Departments firms shall invite interested staff or appoint them to prepare bid proposals or other relevant documents for submission to prospective client(s).
- (viii) BCS shall invite interested University staff, or appoint them, to form teams for preparing consultancy bid proposals for upcoming assignments only for works falling under Guideline 4.1 (ii).
- (ix) Whenever possible, departments, firms or BCS, as the case may be, shall ensure that a representative(s) attend public opening sessions for Bid Proposals (Technical and Financial) if the Client extends invitation to that effect.
- (x) Upon being selected, department, firm or BCS shall then enter into a written contract for the assignment before actual execution begins.
- (xi) All contracts regarding consultancy assignments will be signed by the Client (or his/her authorized representative) and a responsible officer from the University.
- (xii) In case of individual consultants, the University shall be kept informed of all the processes and given copy (ies) of relevant documents related to the assignment including the Bid Proposal, contract, and final report(s).

4.3 Declaration of Consultancy Works

- (i) All staff must declare all their consultancy undertakings regardless of how, when and in which capacity they were acquired.
- (ii) The provisions of this part apply equally to all consultancies undertaken without prior sanction of the faculty, department, unit, firm or the University.

- (iii) Declaration shall be by way of a letter to the Director, BCS. An individual, faculty, department or a firm shall, together with the letter, attach the Bid Proposal, reports and contract between the Consultant and Client.
- (iv) The declaration letter shall be sent by post and e-mail.
- (v) Declarations under this part shall be made immediately after securing the assignment. Subsequent changes shall be communicated to the BCS.
- (vi) Failure to declare constitutes a disciplinary action against staff concerned.
- (vii) Where BCS discovers undeclared consultancy undertaking by a member of staff, faculty, department, unit or firm, it shall immediately write to the concerned consultant(s) demanding explanations as to why disciplinary action should not be taken against them for failure to comply with the requirements of this guideline.

4.4 Pricing of Consultancy Works

- (i) The pricing of all consultancy undertakings should take into account cost of the consultants including opportunity cost (salary scale).
- (ii) All assignments with a gross value not exceeding one million TZS are exempted from the University distribution under Guideline 4.7(iii).
- (iii) Terms of consultancy contracts on fee and daily subsistence allowance (DSA) shall be observed and complied with by the University and Consultants. Once the contract is signed, its terms shall not be changed.

- (iv) Pricing should take into account the ranks of the consultant(s) and Client practices.
- (v) All consultancy assignments must meet full cost recovery requirements.

4.5 Execution of Consultancy Works

The following provisions relate to the execution of consultancy assignments:

- (i) All consultancy assignments shall be executed by the department, or firm which secured it.
- (ii) The preference order in the execution of assignments shall be as follows;
 - (a) The team/ individual that secured the assignment;
 - (b) Consultant(s) appointed by the Committees/BCS where need arises;
- (iii) The order in para (ii) above applies, mutatis mutandis in joint consultancy undertakings.
- (iv) Academic staff to be engaged in consultancy assignment should sign the approval and release form prior to commencing of the assignment
- (v) Consultant(s) executing a particular assignment shall submit an inception report immediately after the inception meeting or report on the agreed schedule in the absence of an inception meeting.
- (vi) The inception report or the agreed schedule in para (v) above shall be submitted to relevant faculty, department, unit or firm and to the BCS.

- (vii) Consultant(s) shall report on the progress of the execution process, post the inception report, in three segments of the duration of the entire assignment. The progress report shall be submitted to the respective faculty, department, unit or firm hosting the assignment.
- (viii) The progress report in para (vii) above shall include;
 - (a) Progress of the assignment vis a vis the work plan;
 - (b) Agreed amendments and re-schedules;
 - (c) Challenges encountered in the execution and mitigation measures;
 - (d) Payments arrangements and status; and
 - (e) Any other relevant information on work progress.
- (ix) The report submitted in compliance with the requirement of para (viii) above shall be compiled, summarised and submitted to the BCS.
- (x) Consultant(s) shall be required to maintain quality for preservation of the University reputation in execution of all assignments.
- (xi) At the end of the assignment the Consultant(s) shall submit the required deliverables to the Client and the hosting department or firm. The latter shall the same to the BCS.
- (xii) Consultant(s) shall be required to submit evidence of receipt of the deliverables by the Client.
- (xiii) Consultant(s) shall prepare and submit to the host , department, or firm and the BCS, a brief report (not more than three pages) describing the nature of the assignment and the relevant outcomes and show possible areas for research, publication,

curriculum improvement, community services, further consultancy opportunities and any other academic and practice potentials.

4.6 Performance Bonds and Bank Guarantee

- (i) The University shall facilitate the availability of performance bonds where required by client(s).
- (ii) Notwithstanding the generality of para (i) above, BCS may secure bonds from the University in form of insurance cover, bank guarantee payable on demand, a certified cheque or even cash.

4.7 Distribution of Consultancy Income

- (i) The University income for all consultancy works shall be calculated on the basis of the distributable gross amount.
- (ii) Distributable gross amount shall be construed to mean the total consultancy amount less banking charges.
- (iii) The distribution of the gross consultancy amount as defined in para (ii) above shall be on the 25% - 75% ratio to the University and the Consultancy respectively.
- (iv) In circumstances where bidders are not participating in the execution of the consultancy assignment, 5% of the 75% apportioned to the consultancy shall be given to the bidders.
- (v) Given the fact that consultancy funds are usually paid in installments, the 25% to the University shall proportionately be deducted from each installment until the total amount is fully paid.

4.8 Distribution in case of Joint Consultancy Works

In case of a joint consultancy the appropriation under this Policy shall apply only after the external consultants have taken their share of the consultancy fee as per the agreement.

4.9 Joint Consultancy Works

- (i) Where the University is aware of a consultancy work (at the stage of applying or execution) whose nature, owing to the available expertise, requires collaboration with another institution(s), the University shall endeavor to collaborate with the said institution(s) in order to acquire the assignment and or execute it more competently.
- (ii) Where the university is approached by another institution for purposes of collaboration (in applying or executing), the University shall assess its competence (availability of experts) in the respective area. BCS shall do this in collaboration with faculties/departments/units/firms.
- (iii) Where University consultants are approached by other institutions (at the level of bidding or execution), the consultant shall inform BCS on the same.
- (iv) The University shall enter into a specific MoU with the other institution(s) on the specific terms of the joint work which shall also include joint management of funds and dispute settlement.
- (v) The management of joint consultancy works shall adhere to the agreement between the University and the other institution(s).

4.10 Ethical Considerations

4.10.1. Transparency, Accountability and Integrity

- (i) Information provided to the Client during the application/bidding process should objectively reflect the true and actual circumstances prevailing at the University.
- (ii) Consultancy assignments acquired shall be contracted through the host department, unit or firm or BCS as the case may be.

- (iii) Throughout the entire process of the consultancy assignment, the implementing consultants, through their team leader, should regularly update on the progress of the assignment as required by Guideline 4.5.
- (iv) Consultants should adhere to the indicated deadlines of submission of required reports relating to a consultancy assignment.
- (v) Consultants must declare consultancy works secured and undertaken.
- (vi) Where needed, the University shall facilitate processing of permits from relevant authorities.

4.10.2 Confidentiality

- (i) Consultants shall not divulge any information about their clients in respect of the imminent, on-going or completed consultancy assignments.
- (ii) Any use of information obtained in the course of the assignment must be permitted by the client beforehand.

4.10.3 Prohibition of Bribery/Corruption

Throughout the undertaking of a consultancy assignment governed by this Policy, graft and corrupt practices are strictly prohibited.

4.10.4 Compliance with Terms and Conditions of Consultancy Contracts

Every consultant and the University shall comply with terms and conditions of consultancy agreements.

4.10.5 Sanctions for failure to comply with the provisions of this part

Failure by a consultant to comply with the ethical requirements prescribed in this part shall attract disciplinary action as prescribed under Guideline 4.12.

4.11 Dispute Resolution

- (i) The contracts between the University/department/unit/firm and client shall stipulate the mode of settling disputes should they arise.
- (ii) If such contracts are silent on dispute resolution, it shall be the responsibility of the parties (the host faculty/department/unit/firm and the client) to discuss and agree on it either before the signing of the contract, during the execution of the contract or on the happening of a dispute as the case may be.
- (iii) In the event of any dispute between the University and a staff member relating to a consultancy project, such a dispute will be referred to and finally determined by a Consultancy Dispute Resolution Committee (CDRC) comprising of at least three members one of whom shall be a senior member of academic staff well versed in consulting, appointed by the Vice Chancellor.
- (iv) The CDRC shall be appointed only to deal with a specific dispute.
- (v) None of the CDRC members shall, at the time, be involved in or party to the dispute being addressed.
- (vi) Application for dispute resolution with all appropriate supporting evidence should be made directly to the Chairperson of the CDRC.
- (vii) In the event of any dispute(s) between consultants, the relevant consultancy committees or the BCS, as the case may be, shall have the mandate to resolve such disputes, in consultation with

the client. In resolving the dispute, due regard shall be accorded to the protection of the client interest and University reputation.

4.12 Breach, Non-compliance and Consequences

- (i) Non-compliance with the provisions of the Policy and the guidelines shall attract disciplinary action in accordance with the University Staff Regulations and Code of Conduct.
- (ii) BCS shall require concerned staff who acted contrary or have failed to comply with the Policy and or the guidelines to give reasons as to why disciplinary measures should not be taken against them.
- (iii) On receipt of the reply, BCS shall constitute a Committee of three members composed of BCS Director (who shall be the chairperson), senior member of staff and one member from the legal profession within the University to determine the appropriate course of action.
- (iv) The Committee shall summon the staff concerned for clarification of issues underlying the breach or non-compliance in question.
- (v) Where the Committee is satisfied that an act or omission by the staff calls for a disciplinary action, it shall forward its recommendations to the University as per procedures prescribed in the University Staff Regulations and Code of Conduct.
- (vi) The Committee shall be appointed only to deal with a specific case.

5.0 ROLES OF STAKEHOLDERS IN MANAGING CONSULTANCY ACTIVITIES

5.1.1 Bureau of Consultancy Services

Bureau of Consultancy Services (BCS), which shall be headed by a Director, shall oversee the overall implementation of this Policy. BCS, as established under Article 22(1) of the University Charter, is mandated to coordinate consultancy services carried out by the University. The Policy clearly defines the mandate of BCS with a view to enhancing management of consultancy activities through improved information management, systematic quality control and integration/translation of consultancy output into practical research and learning/teaching processes.

Specifically, BCS shall:

- (a) Coordinate the bidding of consultancy assignments
- (b) Maintain a register of submitted expressions of interest and consultancy bids in the prescribed form
- (c) Promote and market the consultancy capability of the University through strategic marketing and promotion tools
- (d) Liaise with University base consultancy firms in constituting teams for preparing expressions of interest and bids
- (e) Supervise the distribution of consultancy funds
- (f) Compile reports on the status of consultancy activities at the University
- (g) Organize workshops, training activities and other forums for capacity building and information sharing
- (h) Monitor quality assurance of consultancy undertakings

- (i) Undertake any other duties that are necessary in coordination of securing and execution of consultancy assignments by the University.

5.2 Faculties/Institutes/Directorates and Academic departments

Faculties/Institutes/Directorates and Academic departments shall:

- (a) Mobilize and encourage members of staff to participate in consultancy activities.
- (b) Ensure knowledge and experiences from consultancy works are mainstreamed in other core functions of the University (teaching, research and community services).

5.3 Consulting Firms

The functions of the consulting firms shall be to:

- (i) Solicit/seek consultancy assignments through all available and possible means.
- (ii) Constitute teams for expressing interest, preparing bids and executing acquired assignments.
- (iii) Prepare expressions of interest and bids (financial and technical).
- (iv) Ensure effective involvement of all staff in consultancy activities.
- (v) Ensure delivery of high-quality output by those appointed to undertake consultancy assignments.
- (vi) Prepare reports on solicitation and implementation of consultancy activities on a monthly, quarterly or annual basis and submit the same to the BCS.
- (vii) Communicate with clients on matters relating to execution of assignments.
- (viii) Maintain a database of all consultancy-related activities undertaken.

- (ix) Prepare and submit progress reports to relevant authorities following the procedures laid out in this consultancy policy and operational procedures.
- (x) Conduct Monitoring and Evaluation of all consultancies at their unit level.
- (xi) Enforce the implementation of this policy in their units.
- (xii) Ensure that revenue from consultancies is used in supporting operational budgets in their units.

6.0 MONITORING AND EVALUATION

6.1 Monitoring

The overall monitoring of this Policy shall be done by BCS in consultation with the Deputy Vice Chancellor (Academic). Monitoring shall essentially entail the continuous assessment of the application of this Policy in light of the overall University objectives and growth and developments in the consulting industry at large. Specifically, BCS shall:

- (a) Keep information on staff and consultants who do not comply with this Policy and submit a report thereof to the DVC (A) for appropriate action.
- (b) Prepare a checklist of performance indicators aimed at assessing inputs and outputs from consultancy activities and ascertain how they contribute to realizing the University vision and mission particularly in relation to teaching and research.
- (c) Develop consultancy performance and impact indicators for monitoring and evaluating consultancy activities.
- (d) Conduct periodic evaluation of University-wide consultancy activities.
- (e) Address unethical practices of consultants through prescribed procedures.
- (f) Record specific complaints or concerns from clients, address them and adopt measures to prevent them in the future.

6.2 Evaluation

The Policy shall be evaluated using data generated from monitoring processes. Strategic objectives of the policy shall be used to constitute specific aspects of evaluation. Evaluation shall be conducted after every three years, or at any such time as may be deemed necessary, by a team appointed by the Deputy Vice Chancellor (Academic). Terms of

reference shall be issued to the team in consultation with the Director – BCS. The evaluation exercise shall be as participatory as possible in order to generate realistic results and come up with relevant and practical proposals. The output of evaluation processes shall be used in improving management of consultancy activities.

6.3 Operational Date

This Policy shall come into force upon its approval by the Council.

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