TUMAINI UNIVERSITY
DAR ES SALAAM COLLEGE - (TUDARCo)
(A Constituent College of Tumaini University Makumira)

POLICY AND PROCEDURES FOR CONSULTANCY AND SERVICES

CONSULTANCY AND SERVICES

Expertise  Project
Advice     Strategy
Process    Short Courses
TUMAINI UNIVERSITY
DAR ES SALAAM COLLEGE - (TUDARCo)
(A Constituent College of Tumaini University Makumira)

POLICY AND PROCEDURES FOR CONSULTANCY AND SERVICES

March 2018
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Preface

Tumaini University Dar es Salaam College (TUDARCO) like any other university elsewhere, has an essential role for national capacity building and further the development of Tanzania through training, research, consultancy and services to the community. The status and prestige of individual institutions including that of the College is determined by the quality and quantity of their research and consultancy work.

The College is proud to establish the Directorate of Postgraduate Studies Research and Consultancy (DPSRC) which has produced the Consultancy Policy and Procedures (CPP) to govern the consultancy and service matters in the directorate and the College at large. The main objective of the CPP is to provide a framework to guide the operations of DPSRC under the College structure with a view to enabling academic staff and other College stakeholders to contribute effectively to the College Core Mission. The CPP represents statements of intent by the College regarding the quality of her consultancy and service activities to the general public. It spells out in general terms what the College shall do in order to maintain the required standards in the implementation of these core activities. I hope the CPP will be a useful guide to the College staff and Academic Units in undertaking consultancy and other related activities and to all stakeholders in improving their understanding of the College CPP and thus enhancing their collaboration and association with the College.

Prof. Uswege M. Minga

Provost
Tumaini University Dar es Salaam College
March 2018
Acknowledgment

This Consultancy Policy and Procedures (CPP) document could not come into being without the contribution from various organizations and persons. Most of the contents have been adapted from Mkwawa University College of Education (MUCE) Operational Policy and Procedures for Consultancy and Services (2011) and customized to reflect the specific context and environments of the Tumaini University Makumira (TUMA) and Tumaini University Dar es Salaam College (TUDARCo).

I thus, feel pleased to acknowledge the contribution of the University of Dar es Salaam (UDSM) and Mkwawa University College of Education (MUCE) towards TUDARCo’s own Policy and Procedures for Consultancy and Services. Their contributions include the main contents relating to policy statements, format and layout as well as the annexes.

I also wish to extend my gratitude to the Provost Prof. Uswege Minga for his esteemed leadership that made it possible for TUDARCo to have its own Policy and Operational Procedures for Consultancy and Services today. My heartfelt gratitude should also go to Dr. Deus Mwita for his efforts in the preparation and production of this document and to Dr. P. Mtesigwa who later took over from Dr. D. Mwita. It is my hope that the newly born document will take TUDARCo into the competitive edge of consultancy and services practices.

Prof. G.D. Mrema
Deputy Provost for Academic Affairs
Tumaini University Dar es Salaam College
March 2018
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Glossary

Consultancy: The provision of expert advice and work which, while it may involve a degree of analysis, measurement or testing, is crucially dependant on a high degree of intellectual input from Higher Education Institutions (HEI). Such work is usually paid for at a market rate, and may deliver strong Intellectual Property (IP) rights to the business client than would apply in a collaborative research and related relationship. Consulting activities include the following.

Problem solving: This can apply to a wide range of areas, from economic or business management to politics, engineering, education, etc. Typical examples of “problem solving” consultancy and services include feasibility studies that need possible solutions from the university; provision of professional advice; design of new equipment and machinery; impact assessment of industrial sites or processes, etc.

Contracted Research: Contracted research is that which originates from a specific request by a client (company, individual or organization), the costs of which are paid for by the client. Contracted research is distinguished from formal consultancy and services to industry/public by the fact the contracted research involves basic and or applied research.

Professional Development Programme Course (PDP): Training related services that can take two major forms: (i) Tailor–made services to client entailing needs assessment, development of curricula, programmes and materials, delivery of training, monitoring or evaluation of the training for a specific client or group of clients. The services may relate to short or long courses, including academic programmes for schools or tertiary training institutions. Consulting units also do engage in tailor-made training services.
# List of Abbreviations and Acronyms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>BERE</td>
<td>Bureau of Education Research and Evaluation</td>
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<tr>
<td>BICO</td>
<td>Bureau for Industrial Cooperation</td>
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<td>BU</td>
<td>Business Units</td>
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<td>CAC</td>
<td>College Academic Committee</td>
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<tr>
<td>CAD</td>
<td>Computer Aided Design</td>
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<td>CASS</td>
<td>College of Arts and Social Sciences</td>
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<tr>
<td>CCC</td>
<td>College Consultancy Committee</td>
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<tr>
<td>DPSRC</td>
<td>Directorate of Postgraduate Studies, Research and Consultancy</td>
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<td>CMC</td>
<td>College Management Committee</td>
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<tr>
<td>CPSRC</td>
<td>College Postgraduate Studies, Research and Consultancy Committee</td>
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<tr>
<td>ERB</td>
<td>Economics Research Bureau</td>
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<tr>
<td>FYRSP</td>
<td>Five Years Rolling Strategic Plan</td>
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<tr>
<td>FoS</td>
<td>Faculty of Science</td>
</tr>
<tr>
<td>FASS</td>
<td>Faculty of Arts and Social Sciences</td>
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<tr>
<td>FoEd</td>
<td>Faculty of Education</td>
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<tr>
<td>HEI</td>
<td>Higher Education Institutions</td>
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<tr>
<td>IP</td>
<td>Intellectual Property</td>
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<td>IPR</td>
<td>Intellectual Property Rights</td>
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<tr>
<td>INSET</td>
<td>In-Service Training</td>
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<tr>
<td>LPO</td>
<td>Local Purchase Order</td>
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<tr>
<td>TUDARCo</td>
<td>Tumaini University Dar es Salaam College</td>
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<tr>
<td>OPP</td>
<td>Operational Policy and Procedures</td>
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<tr>
<td>PDP</td>
<td>Professional Development Programme (courses)</td>
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<tr>
<td>PSRC</td>
<td>Postgraduate Studies, Research and Consultancy Committee</td>
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<tr>
<td>PPA</td>
<td>Public Procurement Act</td>
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<tr>
<td>PPRA</td>
<td>Public Procurement Regulatory Authority</td>
</tr>
<tr>
<td>UCB</td>
<td>University Consultancy Bureau</td>
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<tr>
<td>UDSM</td>
<td>University of Dar es Salaam</td>
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Executive Summary

(1) **Introduction**
The Directorate of Postgraduate Studies Research and Consultancy (DPSRC) has been established in line with the University Charter (2013). The DPSRC functions are guided by a number of Policies and Operational Procedures relating to postgraduate study programmes, and research and consultancy and services. In its daily activities, the DPSRC will operate with largely virtual staff belonging to the departments and Faculties.

The DPSRC and its guiding Policy and OPPs are expected to contribute towards solving local, national, regional and global problems through and by which staff competences will be enhances, Teaching/Learning (T/L) and research quality will be improved while at the same time extra income will be generated to staff and to the College and institutional profile enhanced.

**Operational Policy and Procedures**
The College will wisely manage and use its valuable resources, human, physical, financial and time in order to ensure that consultancy and services activities thrive and portray good image of the College. This aspiration will be achieved through wide involvement College stakeholders’ in using the College Consultancy Policy and OPPs.

**Main Objective of the OPPs** – is to provide a guiding frame for the operations of the DPSRC at the College, with a view to enabling stakeholders of the College to effectively contribute to the core mission of the College through consultancy and services.

**Specific Objectives of the OPPs** – Fourteen (14) specific objectives have been formulated to help the DPSRC be more focussed in its strategies in realizing the main objective. These include, but are not limited to the following:

- To improve the overall consultancy capacity utilization and ultimately the consultancy profile image of the College through improved networks and visibility of the College;
- Promoting College consultancy expertise and capabilities;

The following two (2) OPPs are proposed to guide DPSRC operations:

(i) **Identification and Solicitation of Jobs**: It is recognised and appreciated that jobs to the DPSRC will be identified and solicited by individual staff who may or may not be interested in doing the job, or any of the College offices in Departments/Units/Faculties/DPSRC may solicit a job. On the other hand a client may bring a consultancy job to any of the College offices. Whichever route a consultancy job
is received by DPSRC, good and ethical practice expected by the College Research Ethics Policy and Code of Conduct must be observed).

(ii) **Timing and Duration of Consultancy Assignment**: Consultancy assignments can be done throughout the year as long as the staff observe good practice and resolve “conflict of commitment” in a manner which accord highest priority to T/L and research. Faculties and Departments/Units Team Leaders to assume full responsibility of a project once it is signed at DPSRC and registered with the relevant Faculty/Department.

(2) **Project Flow Stages.**
Depending on project acquisition level and stage, the number of flow stages will vary. Irrespective of the aforementioned all projects must pass through DPSRC for analysis, vetting, signing a contract with the client after verification of project viability and practicability as well as acceptance of the execution team. The stages have been indicated diagrammatically for ease of understanding and appreciation.

(3) **Payment Procedure**
A four (4) stage process involving College Finance Office, Project Team leader and the Director PSRC is proposed to ensure timely financial transactions while at the same time observing adherence to TUDARCo Financial Regulations. A flow chart is included for better view of the process.

(4) **Obligation to Complete Assignment**
In order to protect and maintain the good image of TUDARCo while observing good quality of delivery it is proposed that the Team leader be accountable to refund all costs for any project report rejected by the client and proved to be sub-standard or shoddy.

(5) **Review Process**
To keep the Policy relevant, dynamic and up-to-date, it is proposed to be reviewed after every five (5) years in a participatory process involving College stakeholders.

(6) **Policy Statements**
Six (6) strategic areas are addressed and articulated:

(i) Consultancy management and coordination – The College to empower DPSRC in overall management and coordination of consultancy activities at the College as a way to guarantee its growth, competition and sustenance in a highly competitive market;

(ii) Capacity building – In recognition of its significance in promoting human resources development, the College to make use DPSRC activities as a springboard to attain this end.

(iii) Optimal utilization of resources – The establishment of DPSRC seek among other things fuller capacity utilization of College resources which are largely underutilised.
(iv) Market and marketing – DPSRC to pursue consultancy opportunities and use them in improving of staff/College profile and image

(v) Strategic collaboration and partnership – The College shall establish collaboration partnership with strategic internal/external stakeholders and utilize the avenue to consolidate its strength.

(7) Monitoring and evaluation

Cognizant of impending competition in the higher education enterprise especially with regard to quality demand, the College will continually monitor its consultancy activities with a view to ensuring timely delivery of best services to its clients. **OPPs for Setting Machine Charges**

The Operational Policies and Procedures for determining machine charges are meant to ensure that part of the funds generated by the DPSRC are set aside and used to cover for the overheads and other institutional costs including utility, equipment tear- and –wear, maintenance and service costs. Machine charges are determined and set based on the types of jobs and how intensive they require using College facilities and shall vary from 0 – 30% of the net income generated from any job. 30% of all machine charges shall be set aside and paid to the College to subsidize payment of College utility costs. 70% of the machine charges shall remain with the Department/Faculty/Centre or laboratory where they were generated for equipment repair.

(8) Procedures for Utilization of Shares and Machine Charges

Handling of DPSRC funds shall be guided by the College Financial Regulations. Funds generated from consultancy and services will require proper handling, control and transparency in order to win stakeholders’ confidence and avoid any form of discontent. A **10%** of the gross payments to DPSRC will be deducted to meet DPSRC/College overhead costs. Additional contribution will be made in a form of units’ shares and machine charges and shall be set aside to meet replacement/repair/maintenance costs for facilities in the respective Unit. To ensure project and public funds are managed and handled properly, twenty (20) procedures have been proposed regarding the modalities for the allocation a request, approval, use and account for the said funds.

(9) Procedures for Service Charges

The fund generated from a job and payable by a client are meant to cover for institutional fees (surcharge), machine charges, staff payment as well as charges to different College entities. The gross amount will consist of professional fees and direct costs. The amount charged to and payable by the client will be the gross amount, add **10%** institutional fees (surcharge). **6%** of the surcharge shall be paid to the College while **4%** or otherwise (as the case may be depending on the type of job and how it was solicited) shall be paid to the DPSRC and, the job
solicitor. Adequate safeguards have been included in the procedures (section 4.2.3) to prevent any form of abuse of the procedures.

(10) Procedures for Setting Machine Charges
The College shall establish a credible and transparent system of charging for all services offered to its clientele with an aim to maintain and enhance the trust of its stakeholders and thus improve the image and profile of the College. Strategies and procedures have been put forward for the establishment of a harmonised and transparent system for establishing charge-rates for service jobs which shall be published, and revised annually.

The document concludes with Chapter 8 on service jobs and the estimation of service jobs thereof. As in the previous chapters, this chapter puts forward the objectives as well as the policy statements and the procedures as well as strategies for good practice.
Chapter 1

DPSRC Operational Policy and Procedures for Consultancy and Services

1.1 Preamble
The core functions of the Tumaini University Dar es Salaam College include teaching, research and public services (consultancy and services) to the community. The main inputs into these functions include human resources, time, tools/equipment and information. The availability and utilization of human resources, time, tools/equipment and information has to be managed well for maximized efficiency.

The Tumaini University Dar es Salaam College (TUDARCo) is richly endowed with a high concentration of reasonably well-trained human resource, scientific and technical equipment and other facilities that can be used for research as well as consultancy and services activities. Recognizing these potentials, strengths and the prevailing conducive environment, the College has established a Directorate of Postgraduate Studies Research and Consultancy (DPSRC). It is envisaged that DPSRC shall coordinate and help to identify and solicit consultancy and service jobs which will be undertaken by the College experts who are backed up by modern equipment and modern technology to produce high quality products and services.

1.2 Definitions
What is Consultancy?
The term ‘Consultancy’ is hereby referred to as work that is of a professional nature which is undertaken by university staff in their field of expertise for financial and non-financial benefit. This may include a range of consulting activities such as materials testing, professional and continuing education, and training and development. It may be University Consultancy or Individual (Personal) Consultancy as defined in this policy.

What is not consultancy?
Whether paid or not, the following are assignments not classified as consultancy services;

(a) The hire of University facility/equipment.
(b) Act as an external examiner for an academic institution or professional institution.
(c) Editing a scholarly journal or appointed as editor of a professional or academic journal.
(d) Presenting work to an academic audience e.g. conference appearances.
(e) Authoring a textbook or chapters thereof.
(f) Professional work involving academic sponsorship e.g. being member of a panel, jury team, facilitation of event or session, advisory services not paid for charities and other organizations, etc.
(g) All other professional services offered without professional fees charges including provision of clinical services, attending nursing services, services to religious institutions and charitable organizations and provision of legal advice/ mentoring entrepreneurs.
(h) Being member of University committee or any committee of a higher learning institution, government body, professional institution or any other institution.
(i) Appearances in the media, e.g. television, or articles for general media publication, e.g. newspapers or appearing in a documentary (radio or televised) aiming at provision of education or expert opinion or commenting on a certain issue.
(j) Acting in an advisory/mentoring role for a publishing house, youth clubs, entrepreneurship hubs, funding organization or non-government institution.
(k) Being appointed as a board member of a private company, government institution, professional body, non-government organization, etc.

**Types of Consultancy Work**

**Internal Consultancy**

An internal consultancy assignment refers to a situation where the University contracts its member to undertake consultancy service(s) for the University. The internal consultancy may also involve development of a research project or consultancy project which may benefit the University in the future in realization of research grant or consultancy assignment or improvement of operational guidelines, systems or undertakings of the University business of which the University in this case acts as a client.

**External Consultancy**

This refers to consultancy services provided to a third party (external to the University) by a University employee in the course of his/her employment with the University and where the nature of the task arises naturally from, and is related to, his or her expertise and experience.
whilst also representing the University as service provider. An external consultancy is one in which:

(a) A University resource (human, physical, information, financial, etc) of any kind is consumed in obtaining or carrying out the work, and/or

(b) Legal liability lies, in whole or in part, with the University as service provider.

Individual Consultancy

This is an assignment, which is undertaken by a University employee using his/her own time and resources, on a private capacity, with no legal liability to the University. University employees undertaking private consultancy must be aware that they will have personal liability in the event of any problems arising and University resources or brand, email should not be applicable in sourcing, negotiation, contracting or undertaking the assignments. For such reason, the University is not liable to administer tax or any other consequences arising from private consulting. However, conflict of interest related to the provision of such consultancy activities should be addressed to ensure University interest is not jeopardized.

Evening and part-time programmes

Training related to evening and part-time programmes can take two major forms: Tailor made services to clients entailing needs assessment, development of curricula, programmes and materials, delivery of training, monitoring or evaluation of the training for a specific client or group of clients. The services may relate to short or long courses, including academic degree programmes for schools/colleges/institutes or tertiary training institutions within or outside the university. Consulting units also do engage in tailor made training services. All these shall be treated in the same way as provision of consultancy services.

1.3 Need and Justification of the Policy

One of the core functions of the TUDARCo is to provide knowledge exchange, which includes accepting and offering consultancy services. In order to offer such services a policy is required to guide the various processes and make provision of consultancy an effective and productive undertaking for TUDARCo, its staff and the country at large. Thus the aim of the Consultancy Policy is to do the following:
(a) Encourage consultancy activities by TUDARCo staff.
(b) Ensure there is appropriate mechanism to guarantee quality, and continuous flow of consultancy activities without affecting other services undertaken by the University staff.
(c) Ensure consultancy work generate sufficient revenue to support TUDARCo activities, including operational budget and capacity development.
(d) Ensure sufficient and appropriate support to staff in undertaking consultancy services and protect the interest of both parties.
(e) Ensure equitable cost sharing in the use of University resources and brand.
(f) Protect University reputation, brand and its intellectual property rights.
1.4 Scope of Consultancy Policy
The Policy embraces, and of particular interest and relevance, applies to the following:

(a) All College departments, units, section academic/administrative departments and other institutional structures operating under the umbrella of the College;
(b) All staff, temporary and permanent, who are active in teaching, research, administration and provision of any form of support to the core functions of the College;
(c) All students registered within the College;

All infrastructures, learning resources, governance/institutional set up, information dissemination structures and social amenities belonging to the College.

1.5 DPSRC Objectives

1.5.1 Main Objective
The main objective of the Operational Policy and Procedures (OPP) for the College DPSRC is to provide a framework to guide the operations of DPSRC under the College structure with a view to enabling it to contribute effectively to the College core mission. Moreover the DPSRC Operation Policy and Procedures is to provide guidance to the College community and other stakeholders in addressing challenges in the consulting area thereby contributing more effectively to income generation, addressing social problems and enhancing quality of teaching and learning as well as research through enhanced management of the function.

1.5.2 Specific Objectives
With respect to the OPP the DPSRC aims to achieve the following specific objectives in respect to provision of consultancy and services to the community:

(a) Mapping out the consultancy capacity in various Faculties/Departments/Units after such Faculties/Departments/Units have submitted to DPSRC their strategic plans and other reports on a quarterly schedule;
(b) Identifying potential consultancies that could be undertaken by College, and guide faculties and departments/units in the choice of relevant consultancy areas;
(c) Improving the overall consultancy capacity utilization of College by improving contacts with relevant government bodies, donor agencies and interested parties in Tanzania and overseas;
(d) Promoting the College’s expertise and capabilities in the areas of consultancy and services to the wider community;
(e) Working out schemes which will motivate staff of College to do their consultancy activities through DPSRC;
(f) Advising the College administration on how consultancy and services generated funds should be disbursed and shared;
(g) Promoting and coordinating multidisciplinary consultancy activities to be executed by various faculties and departments/Units at the College;
(h) Providing guidance to enable proper implementation of results from consultancy activities executed by the College;
(i) Coordinating promotion tours and other related activities by consulting teams to relevant institutes/departments/Units and organizing workshops/exhibitions to promote the College research and consultancy capabilities;
(j) Advising the College administration on appraising consultancy work output for purposes of College staff development;
(k) Identifying potential outside partners, for joint consultancy and services activities;
(l) Creating and maintaining a database on consultancy and services and other relevant related information at the College
(m) Organizing and keeping custody of consultancy and services reports and related issues for academic and other uses.
(n) Addressing critical social and economic problems in the country as expressed in the National Vision, 2025 and Millennium Development Goals (MDGs).

1.6 Operational Procedure

1.6.1 Identification and Acquisition of Consultancy

Individual members of staff, departments, units, and faculties are free to solicit for consultancy projects from clients provided the same are contracted through normal procedures of the College. DPSRC may also solicit for consultancy projects on behalf of individual members of staff, departments, units and faculties.
1.6.2 Timing and Duration of Consultancy Assignments

Members of staff can conduct consultancy assignments throughout the year. However, permission must always be sought from respective Deans and Heads/Coordinators of Units, in line with the existing TUDARCo guidelines and regulations.

Teaching and research must be given priority over any other activity by both academic and technical and administrative staff of the University. The individual consultants, faculties, departments/units to whom projects are assigned must assume full professional responsibility once the agreement between DPSRC and the client has been signed. DPSRC may (as shall be advised by relevant College organs) register an insurance cover for professional indemnity against liabilities.

Once appointed, project team leaders must ensure that the project is officially executed in accordance to the time schedule and to the quality of satisfaction to the client and follows the laid down financial regulations in respect of the fees and disbursement formulae.

1.6.3 Acquisition Channels of Consultancy Projects

The College will acquire consultancy projects through the following entry points (see Fig. 1):

(a) The Director PSRC;
(b) Deans of Faculties;
(c) Heads of Departments/Coordinators of Units;
(d) Individual members of staff in the departments, faculties and units of College;
(e) Any other agent including College PSRC members and persons with goodwill for DPSRC and College; and
(f) Request from the client.
Figure 1: Entry Points for Project Acquisition by the College – DPSRC

1.6.4 Project Flow Stages

1.6.4.1 Projects Acquired by Director of PSRC

Consultancy projects that will be acquired by the Director PSRC will be submitted to the College PSRC Committee for analysis of viability, practicability, and identification of appropriate faculty/individuals that has the relevant expertise. These will be examined using the stages as shown in Figure 2. Processing will take into account the need for speed, quality and efficiency of the work.

**Stage 1:** Project is received at entry point. It is then passed to the College PSRC Committee for identifying the appropriate consultants to undertake it;

**Stage 2:** The Director PSRC in collaboration with the Dean of Faculty/Head of Department/Coordinators will appoint a project team leader or consultants;

**Stage 3:** The Dean of Faculty or Head of Department/Unit Coordinator expresses intent to the Director PSRC to carry out the project after the team that will execute the project has been appointed;
Stage 4: The project team leader prepares a technical and financial proposal for the submission to the client through DPSRC;

Stage 5: Preparation and signing of contract agreement between Director PSRC and the client. The agreement includes the following payment schedule for the consultancy fees: 50% initial stage, 30% on submission of a draft report, and 20% after acceptance of final report or as shall mutually be agreed upon with the Client;

Stage 6: The Project Team Leader and the key participants in the project sign the contract with DPSRC;

Stage 7: DPSRC allocates a registration number to the consultancy project. The Director PSRC then informs the Bursar’s office about the incoming project;

Stage 8: The Project Team Leader implements the project with the assistance of other consultants and support staff. Director PSRC monitors progress of the project and approves fund disbursements;

Stage 9: The Director PSRC assesses the quality and completeness of the draft report prior to submission to the College PSRC Committee. The Director PSRC then submits the draft report to the Client for comments;

Stage 10: Project Team Leader amends the report on receipt of comments from the Client in line with Client’s comments;

Stage 11: Director PSRC submits the final project report to the Client and the College Library if the report is not restricted.

1.6.4.2 Projects Acquired by Faculties/Units

Consultancy projects that will be acquired through the Dean of Faculty or Heads of Department/Unit Coordinators will be transmitted to the Director PSRC for analysis of viability, practicability, and appropriateness as indicated in Figure 2.

Stage 1: The Project is received at entry point. It is then passed to the Director PSRC together with relevant information that will assist the Director PSRC to identify the appropriate consultants to undertake the project.
Stage 2: Dean of Faculty/Head of Department/Unit Coordinator in collaboration with the Director PSRC will appoint a Project team leader and consultants.

Stages 3 through to 11: Project flow from stages 3 through to 11 shall be similar as that used to acquire projects by Director PSRC.

1.6.4.3 Projects Acquired by Individual Staff Members Conducting the Project

Consultancy projects that will be acquired through an individual staff including retired College staff (who will execute it) will be transmitted to the Director PSRC for analysis of viability, practicability, and appropriateness as indicated in Figure 2.

Stage 1: The Project is received at entry point. It is then passed to the Director PSRC for registration.

Stage 2: The Director PSRC in collaboration with individual staff including retired College staff that has/have acquired the Project will appoint a project team leader or consultants. However, the Director PSRC shall assess the capability of the individual staff/team that will carry out the project; where necessary the Director PSRC will institute a modification of the team.

Stages 3 through to 11: Project flow from stages 3 through to 11 shall be similar to that used to acquire projects by Director PSRC.

1.6.4.4 Projects Acquired by Individual Staff Member not Executing the Project

Consultancy projects that will be acquired through an individual staff who will not participate in executing the project will first be transmitted to the Director PSRC for analysis of viability, practicability, and appropriateness as indicated in Figure 2.

Stage 1: The Project is received at entry point. It is then passed to the Director PSRC for identifying the appropriate consultants to undertake it;

Stage 2: The Director PSRC in collaboration with the Dean of Faculty/Head of Department/Coordinator will appoint a Project team leader and consultants;

Stages 3 through to 11: Project flow from stages 3 through to 11 shall be the same as that used to acquire projects by Director PSRC.
1.6.5 Payment Procedures

The following stages indicate the procedure of effecting payment once the contract has been signed:

**Stage 1**: The Project Team Leader prepares a fee claim for the relevant assignment as specified in the signed contract agreement.

**Stage 2**: The Director of PSRC certifies payment claim which is then submitted to the DPAA for authorization.

**Stage 3**: The Accountant prepares appropriate invoice to the Client for payment claim as per contract agreement. He/she submits the invoice to the Director PSRC who then forwards to the Client.

**Stage 4**: DPSRC shall release relevant payment to the consultants. Figure 3 shows the flow of the payment process and the corresponding responsible persons.
RESPONSIBLE PERSON (S) | ACTIVITY
---|---
Stage 1: Director PSRC | Receiving of a Project
Stage 2: Director PSRC / Dean/Head | Selection and appointment of Team and Project Team Leader
Stage 3: Dean/Head | Expression of intent to carry out the project
Stage 4: Project Team Leader | Preparation of technical and financial proposal
Stage 5: Director PSRC | DPSRC Sign the contract agreement with client
Stage 6: Project Team Leader/ Consultants | DPSRC Signs the contract agreement with Project Leader
Stage 7: Director PSRC / Finance Officer | Project Registration & Information to College Finance Office
Stage 8: Project Team Leader/ Consultants | Implementation and Monitoring of Project
Stage 9: Director PSRC | Assessment of quality and completeness of a draft report and Submission of a draft report to Client
Stage 10: Director PSRC | Submission of a draft report
Stage 11: Director PSRC | Submission of a final report (and copy to Library where allowed)

Figure 2: Project Implementation Flow Chart for ActivitiesHandled by DPSRC
1.6.6 Obligation to Complete Contract Assignment

Members of staff who enter into contract agreement with DPSRC shall be obliged to accomplish the assignment as specified in the terms of the contract. Defaulters will be obliged to pay the full cost of the contract assignment and consequences.

1.6.7 Mechanism for Reviewing the Consultancy and Services Policy

The College Consultancy Policy and OPPs shall be reviewed and updated after every five (5) years and or at any other time deemed necessary.

<table>
<thead>
<tr>
<th>RESPONSIBLE PERSON (S)</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Team Leader</td>
<td>Preparation of a fee claim</td>
</tr>
<tr>
<td>Director PSRC</td>
<td>Certification of payment</td>
</tr>
<tr>
<td>DPAA</td>
<td>Authorization of payment</td>
</tr>
<tr>
<td>Bursar</td>
<td>Payment</td>
</tr>
</tbody>
</table>

Figure 3: Payment and Accounting Procedures
2.0 Introduction
The following six (6) focal areas of policy are identified for articulation in accordance with the decision to formulate a College Consultancy Policy and associated Operational Procedures:

(a) Consultancy management and coordination;
(b) Capacity building;
(c) Optimal utilization of University resources;
(d) Market and marketing;
(e) Strategic collaboration and partnership; and
(f) Monitoring and evaluation.

In the context of these areas of concern, policy statements have been articulated and strategies specified to address the stipulated policy declarations.

2.1 Coordination and Management of Consultancy Activities

2.1.1 Policy Statements
The College shall:

(i) Provide clear mandate and capacity to DPSRC to coordinate, promote, regulate and demand accountability for consultancy performance at the College; and

(ii) Establish a database for consultancy activities.

2.1.2 Strategies

(i) Review the regulatory framework concerning the mandate and functions of DPSRC with a view to empowering it for effective coordination and management of consultancy activities at and across the College;

(ii) Strengthen human and physical resource capacity for handling routine matters and functional development;

(iii) Assist College to establish consulting bureaus where these do not exist;

(iv) Promote and support regular consultancy meetings to share and disseminate consultancy information;
(v) Require DPSRC to establish and periodically update a functional database including consultant mailing addresses for consultancy activities; as well as mail addresses of potential clients;

(vi) Ensure access and utilization of consultancy information both in electronic and print formats.

2.2 Capacity Building
Consulting is one way of learning from as well as of building a pool of experience. It exposes academic staff to the real world of life. The experience and insights gained in consulting should enrich both teaching and research, making them more relevant and problem oriented. Ideally, all lecturers should play some role in consulting, so as to benefit from this rich experience and insights and to bring these practical experiences and insights into their classes. The following are some of the policy statements and strategies for upholding capacity building:

2.2.1 Policy Statements
The College through DPSRC shall:
(i) Develop and implement a human resource development programme focusing on short-, medium- and long-term consultancy needs; and
(ii) Ensure availability of necessary consultancy facilities and their optimal utilization for expedient and effective consultancy engagements.

2.2.2 Strategies
(i) Undertake needs assessment to establish the human resources and facility requirements for consultancy activities;
(ii) Implement continuing education in consultancy skills through tailor-made training programmes to impart new skills and knowledge, as well as promoting strategic international exposure and linkages;
(iii) Stimulate consultancy interest among staff who lack consulting skills;
(iv) Mount consultancy skills training for staff who lack consulting skills;
(v) Ensure a fair seniority mix in all consultancy assignments;
(vi) Put in place effective maintenance schemes for facilities and equipment.
2.3 Optimal Utilization of College Resources

The DPSRC’s essence of its establishment is centered at full utilization of the resources available at the College, which are unfortunately currently underutilized and to provide professional services to industry and the public as a whole. The following are the guiding policy statements and strategies to make this dream true.

2.3.1 Policy Statements

The University shall:

(i) Set up a mechanism for motivating staff members to work under the College framework for Consultancy;

(ii) Set up sanctions for non-compliance; and

(iii) Promote and support a culture of ethics and professionalism in the administration and implementation of consultancy work College-wide.

2.3.2 Strategies

(i) Sensitize and encourage staff to comply with the College consultancy policy;

(ii) Institute a mechanism that will ensure transparency in reporting incomes from consultancy services, as well as preparation of quarterly reports on income generated, consultants engaged, assignments accomplished and associated clients for submission to DPSRC and higher College organs;

(iii) DPSRC to continue seeking consultancy opportunities and availing them to more staff to enhance value of DPSRC to staff at a personal and institutional level;

(iv) DPSRC to continually scout the market in order to monitor changes in rates.

(v) Nurture linkages and a spirit of sharing of information, human resource capacity and infrastructure among departmental/faculty consultancy coordinators;

(vi) Enhance support services to consultants such as high quality printing services, editorial services, transport and communication;

(vii) Establish a mechanism for motivating and rewarding consultancy performance both at institutional and individual levels;

(viii) Staff members involved privately in dollar-value consultant activities outside of College consultancy framework but using College resources (e.g. time, stationery, facilities), shall
be made to compensate the College at the rate of fees that the DPSRC would have charged if such an assignment had been contracted to the College;

(ix) The College shall not accept any responsibility for staff member’s legal liability, professional indemnity or worker compensation in relation to any work undertaken as a private consultancy; and

(x) Create a College-wide awareness on ethics and a professional code of conduct on matters affecting consultant-client relationship, production and originality of work outputs, respect for acknowledgement of human and other information sources, etc.

2.3.3 Market and Marketing

For the College reputation to grow there needs to be a consultancy profile for marketing purposes, bidding and for the publicizing of the College’s capacities and capabilities nationwide and worldwide. The consultancy profile may also be useful in capturing the changing needs and opportunities for consulting, market/customer characteristics, preferences and satisfaction with consulting activities. In order to make these college dreams in marketing the college, here below are some policy declarations and strategies.

2.3.4 Policy Statements

The College, in collaboration with DPSRC, shall:

(i) Support and facilitate a unified marketing of its consultancy potential including capacity profiles for DPSRC;

(ii) Support and facilitate initiatives aimed at networking with other consultants both inside and outside the country so as to maximize success rate in bidding; and

(iii) Set up a system of reconnaissance and fore-sighting of upcoming consultancy assignments in the country and elsewhere in the region and beyond.

2.3.5 Strategies

(i) Establish a separate budget line for marketing of College potential and capabilities for consultancy assignments;

(ii) Revive and continuously update on-line promotional means such as website and internal data base on consultancy activities and expertise;
(iii) Develop marketing materials for DPSRC as well as staff profiles and updating the consultancy directory;

(iv) Initiate networking with other consultants inside and outside the country to maximize success rate in the bidding process;

(v) Set-up a mechanism for scouting consultancy assignments countrywide, including establishment of contact persons in different Government organizations, industries and development partners that will assist in providing information and hints on consultancy assignments in the pipeline;

(vi) Map consulting capabilities at the College and prepare a data-base of consultants based on their experiences and real expertise, rather than just academic qualifications; and

(vii) Impart marketing skills to staff members by special training courses in marketing of consultancy capabilities so as to make full utilization of consultants and increasing the consultancy volume at the College.

2.3.6 Anti-Bribery Policy as Related to TUDARCo Consultancy Services

Any Expression of Interest (EoI) or Technical Proposal (TP) submitted to the client whether solicited or unsolicited must contain the TUDARCo Declaration of Anti Bribery as per the Procurement Act provisions, and fully signed by the head of the originating unit as shown in Appendix A6.

2.4 Strategic Collaboration and Partnership

It is the DPSRC prospects to foster collaboration between Faculties/Institutes/Centers and development partners, the private sector and various other stakeholders at national, regional and international levels in research activities. In this sense the College expects to benefit from all available opportunities, such as capacity building in terms of human resources and facilities; marketing and use of her human resources; and transfer of knowledge and technology nationally and internationally.

2.4.1 Policy Statements

The College shall strive to:
(i) Promote linkages, collaborative partnerships and working relationships between Faculties/Institutes/Centers and local and foreign development partners, including the Diaspora; and
(ii) Establish and strengthen collaboration between DPSRC and other regional and international coordinating bodies.

2.4.2 Strategies
(i) Develop a database of commissions and institutions, at national, regional and international levels; that offer contract research assignments;
(ii) Establish working relationships with these institutions as well as others through memoranda of understanding for collaborative/cooperative ventures in areas of mutual interest and/or advantage;
(iii) Establish collaborative consultancy and contracted research activities;
(iv) Share and exchange experiences on consultancy and contracted research activities by way of published brochures, newsletters and website briefs; and
(v) Continue to popularize consultancy and contracted research activities and outputs through various means and fora for general public awareness and for staff interest and participation through DPSRC.

2.5 Monitoring and Evaluation
Continuous monitoring and evaluation of consultancy activities at the College is an essential component of coordination, management and promotion of consultancy. The quality of consultancy activities and products has a direct relationship to the extent in which decision-makers in public and private-sector institutions and individual clients would decide to make use of consultancy services at the College. Any loophole at College’s DPSRC operations might make them – decide to use consultants from elsewhere. Conduct of consultancy requires a sound ethical framework and a strong scientific merit in terms of justification/rationale for conducting it; as well as soundness and clarity of the objectives and methodologies to be employed. So there is a need to have an institutional mechanism for assessing consultancy performance by stakeholders at the College so as to ensure consultancy output effectiveness, monitoring of the quality as guided by the DPSRC policy statements and strategies.
2.5.1 Policy Statements

The College shall:

(i) Put in place an effective mechanism for consultancy quality assurance involving monitoring, evaluation and reporting; and

(ii) Ensure consultancy provision not only satisfies clients and College’s stakeholders but also contributes significantly towards the improvement of quality of life among the target communities.

2.5.2 Strategies

(i) Develop and formulate consultancy performance and impact indicators for use in monitoring and evaluation of DPSRC;

(ii) Subject DPSRC regularly to external evaluation after every five years to ensure that they address their mandate effectively;

(iii) Develop an institutional mechanism for proper vetting of the consultancy proposals and reports; and

(iv) Establish a mechanism that will bind DPSRC to provide the needed information for Monitoring and Evaluation.

2.6 Anti-Bribery Policy as Related to TUDARCo Consultancy Services

Any Expression of Interest (EoI) or Technical Proposal (TP) submitted to the client whether solicited or unsolicited must contain the TUDARCo Declaration of Anti Bribery as per the Procurement Act provisions, and fully signed by the head of the originating unit as shown in Appendix A6.
Chapter 3

Procedures for Handling and Utilization of Shares

3.0 Introduction
One of the objectives of establishing DPSRC is to improve and strengthen staff capacity for professional work and enable staff to get extra income to supplement their salaries. A limited number of staff is expected to be actively engaged in consultancy and services through DPSRC. More can be done and should be done in units to encourage more staff to be active. However, for the DPSRC activities to be sustained and expanded there have to be created a sense of ownership by College staffs who are the consultants and principal stakeholders. This can be achieved if different projects pay for costs incurred directly or indirectly by the institution including overheads. Funds so raised need proper handling, control and transparency in their utilisation as otherwise discontent may arise.

3.1 Handling of Shares
For activities undertaken by staff through DPSRC, a payment of 15% of the gross will be made to meet DPSRC overheads. Additional contributions shall be made to meet costs incurred by the College, faculties and departments/units and are referred to respectively as College, faculty and departmental/Unit shares. The use of DPSRC funds shall be guided by College Financial Regulations, the adherence to which is governed by TUDARCo Accounting procedures. DPSRC office shall prepare budget that has to be approved by the College Management Committee (CMC) and reported to the Governing Board.

However, the use of departmental and faculty shares is controlled by general guiding statement stating, "as shall be authorised by the Provost” who is the Accounting Officer of the College.

3.2. Objectives
At the time of inception of the DPSRC very flexible financial regulations are required to attract staff to utilize the DPSRC facility as well as to facilitate efficient and effective execution of projects.

DPSRC financial resources shall be referred to as project funds. The disbursement of project funds is guided by the project proposal, monies received from the client and work progress.
Moreover, the projects team leaders and clients, being interested parties, monitor and control disbursements of project funds.

3.3 Policy Statement
Funds accrued from DPSRC activities are meant to take over and supplement financing of College incentive and motivation schemes. There is a need to therefore define activities that can be funded using such funds without allowing individual codes going into deficit. The disbursement has to be transparent and efficient in line with budgetary plans of College cost centres and generation in the different units/service centres. The units are encouraged to actively generate additional revenue to avoid the College being starved of resources. Furthermore, the projects need to contribute to funding various other schemes in the College. The DPSRC office should be encouraged to generate higher level of own funds through vigorous marketing, targeting more relatively larger projects. Fund-raising strategies and activities should also not be sidelined.

3.3.1 College Level (Institution) Overhead
The College Management Committee (CMC) shall approve allocation of institutional fee to various codes. In any case, the amount allocated to College level codes should not exceed 15% of institutional fees (surcharge). The amount should be allocated to various codes to supplement budgetary allocations from other sources. The Head of Finance/Bursar shall prepare a proposal for CMC’s approval using agreed upon guidelines. The Provost shall approve College level expenditures.

3.3.2 Departmental/Unit Shares
The Departmental shares shall be used by Departments/Units to meet costs of various activities in the Department/Unit that cannot be covered by the College funds. The monies shall be allocated into various codes and the Departmental/Unit Head/Coordinator shall recommend/endorse the expenditure and report to the Faculty Management.

3.3.3 Faculty Shares
The Faculty shares should be used to supplement allocation of College funds to meet expenses arising from activities at Faculty level and in Departments/Units. The Dean shall recommend
such expenditure and report to the faculty Management and, or DPSRC/CMC as the case may be.

3.3.4 Project Funds
The Director PSRC shall monitor closely work progress against disbursement and act accordingly. The Director PSRC shall represent the interests of both the client and the College and shall also approve disbursements.

3.4 Strategies
The College shall endeavour to form multi-disciplinary consulting teams and move away from individualistic tendencies in order to enhance bidding for larger jobs and raise income to meet budgetary plans. The funds generated at DPSRC by the various units shall be transferred to a specified College account as per College accounting regulations except DPSRC funds. Accompanying each transfer, should be a detailed breakdown of beneficiaries. The Head of Finance/Bursar shall prepare allocation to various codes for the CMC to approve for crediting various expenditure codes. The use of DPSRC own funds shall be routed through a College Finance Office to check expenditure against budget and financial regulations. This is necessary to maintain credibility of the College financial system.

3.5 Operational Procedures
The concept of coordinated decentralisation shall as much as possible be made to work in earnest. The Vote Holders (within reasonable time) will be given power to operate their codes but not to abuse such responsibility.

Controls and reports will thus be necessary to detect and minimise abuses and enhance transparency. The College Deputy Provost (Academic)/(Administration) or their appointees shall have the duty to monitor all activities related to the administration of the funds generated by the DPSRC. They shall have the right of access to any relevant document and may spot-check the cash balances with the respective accountant.

The following shall have to be observed when approving requests for expenditure or deposits in various codes:
(a) All expenditure shall be from respective codes only;
(b) Departmental/ Unit Management Committees shall propose to the Faculty
Management for consideration, cost items to be paid for;

(c) Faculty Management Committees shall propose to the CMC for approval, cost items to be paid for and its plans;

(d) The CMC shall consider and approve annually, a list of cost items to be paid from DPSRC generated funds. Costly items like travel abroad shall initially be excluded. The College finance office (Bursar) shall check expenditure request against such list;

(e) The CMC shall consider and approve payments rates for payable cost items as need arises;

(f) A list indicating all outstanding loans and imprests shall be circulated to CMC members and Heads of Departments/Units/(Deans of Faculty) on monthly basis.

(g) All overdue imprests and loans exceeding six months shall be recovered from employees’ salary;

(h) College transactions must be entered into a computer as part of an approval process of expenditure requests and deposits;

(i) College finance office must vet all transactions before any payments are made. The office may seek opinion of any officer as shall be deemed appropriate;

(j) No codes shall be allowed to run into deficit. Viament between codes shall be approved by the Deputy Provost (Academic/Administration) and reported to DPSRC and CMC;

(k) No department or unit shall be penalised for being prudent in expenditure. Hence, no redistribution of saved funds shall be allowed;

(l) Expenditure plans of Units shall require respective management meeting approval. Emergency expenditures shall have to be reported in such meetings;

(m) Finance/Accounts offices shall prepare monthly expenditure and status reports;

(n) The DPSRC accounts shall be audited annually. The audit report to be presented to the CPSRC, CMC and College Finance and Planning Committee and subsequently College GB not more than 3 months after the closure of the financial year for scrutiny;

(o) Expenditure may be initiated by staff, Coordinator of Unit, Head of Department or any other staff in the College and approved accordingly. It shall be the duty of the Vote Holder or the respective Management Committee to assess the need and relevance of request in relation to available funds and plans in the Unit;

(p) No officer is to initiate and approve own expenditure or approve own payments;
(q) All procurements beyond a sum to be set by CMC shall be made by LPO and, or by direct payments to the supplier. The College shall strive to comply with College Procurement Procedures to benefit quality goods at lowest price possible. Tender procedure shall apply where large sums and quantities are involved and as per College Procurement Procedures; and

(r) Standard contracts shall be required for payments other than in respect of procurements.
Chapter 4
Operational Procedures for Disbursement of Funds

4.0 Introduction
During and after undertaking a consultancy or service job, DPSRC shall disburse funds in accordance with the agreed upon formula. The gross amount a client is charged will cover all costs including surcharge, payment to the staff members and charges by different entities of the College.

Gross charge to the client is therefore obtained by adding together professional fee (to staff) and all other direct costs mentioned above.

Gross charges = Professional fee + direct costs + Surcharge (institution overheads = 15% of gross).

Net revenues shall consist of professional fees and the share of different College entities (without direct component).

There shall be a single formula for the distribution of net revenue for all activities under DPSRC as follows:

(a) Direct Costs
   - Operational costs
   - Material costs including utility costs
   - Hired labour

(b) Professional fee
   - Consultant 87%
   - Department/Unit 7%
   - Faculty 3%
   - College 3%

Note: All in (b) above represent % of direct cost and Net Revenue

(c) Gross = Professional Fee + Direct Costs

(d) 15% of Gross shall be paid as Institution Overhead costs (Surcharge) as follows:
   - College 9%
   - DPSRC 6%

(e) Charge to client = Gross in (c) + 15% of Gross (Surcharge)
4.1 Surcharge

The surcharge (institution overheads) paid to DPSRC shall be 15% of the gross charges such that 9% shall cover College overheads and 6% shall cover DPSRC overhead. **The 15% shall be embedded into the various charge-out rates to clients.** The surcharge is necessary to cover DPSRC overheads and supplement the College budget. The College needs such other sources of income as additional sources of revenue to the College. In the final proposal/quotation to clients, the surcharge shall appear as a distinct entry. For example:

If the gross charge is Tshs. 100,000 what will be quoted to the client will be Tshs. 100,000 x 1.15 = 115,000. During disbursement, DPSRC will take 15% as surcharge to be distributed accordingly while the rest of the funds generated shall be distributed as per disbursement formula for machine charges.

4.1.1 Distribution of Surcharge

The surcharge shall be distributed as follows:

**Table 1: Distribution of surcharge**

<table>
<thead>
<tr>
<th>Institution (College)</th>
<th>Consultancy and Contracted Research solicited by DPSRC, College, Faculty or Department</th>
<th>Consultancy and Contracted Research solicited by individuals or agent</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution (College)</td>
<td>9</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>DPSRC</td>
<td>6</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Job Solicitor</td>
<td>-</td>
<td>4</td>
<td>-</td>
</tr>
</tbody>
</table>

The institution share shall be transferred and allocated to different College expenditure codes. The DPSRC share shall cover its overheads and shall be administered by the Director PSRC as per College Financial Regulations.

A Job Solicitor for a consultancy shall be paid 4% of gross payment. There shall be no soliciting payment for service jobs.
4.1.2 **Job Solicitor and Justification for Payments**

A job solicitor is a person who brings and facilitates the acquisition of consultancy or contracted research to DPSRC. Whoever brings in a job, he/she has to spend time, energy and resources and such efforts need to be encouraged and rewarded.

The idea to reward job solicitors will encourage College staff to solicit for consultancy and contracted research for DPSRC. Service jobs shall not be included in this scheme. In the case of services DPSRC, shall retain the entire soliciting share. If the Client brings the work to DPSRC, then there will not be any solicitation fee. The entire 15% surcharge shall be shared between DPSRC (6%) and College (9%). Otherwise solicitation fee shall only be payable upon completion of the respective project.

4.1.3 **Administration and Regulation for the Job Solicitor Share**

This incentive scheme has a potential for abuse if not properly controlled. Adequate safeguards must be put in place to ensure smooth implementation of the scheme.

(a) Manager DPSRC and all DPSRC officials shall not be eligible for this incentive scheme. It is their primary task to solicit and look for different jobs and services;

(b) The Director PSRC shall verify to ascertain actual person who has done the soliciting;

(c) The job solicitor should clearly be identified and included in the contract between the project leader and DPSRC where deemed necessary;

(d) If the job solicitor is an office bearer within the College (i.e. Coordinators of Unit, Heads of Department, Deans, Directors, Deputy Provost or Provost) and they bring a job related to their field to DPSRC, then the soliciting share shall be divided equally between the office bearer and the respective unit they are heading; and

(e) There shall be severe penalty for the abuse of the scheme and cheating including such as barring the so called “solicitor” from active College Consultancy activities for some time.

4.2 **Disbursement of Professional Fees**

The Project Team Leader shall prepare disbursement list of all participants/consultants for submission to the Director PSRC, with copies to individual participants/consultants. The Director PSRC shall scrutinise the list and seek advice before allowing direct payments to individuals.
4.3 Disbursement of Departmental/Faculty Shares for Joint Projects
The distribution of departmental and faculty shares shall be made in proportion to the professional fees payable to staff in the respective unit/department and/or faculty. The Team Leader shall prepare the disbursement list and submit it to the Director PSRC with copies to the relevant Coordinator of Unit/Head of Department and Dean of faculty.

4.4 Disbursement under Long Term Project to Staff
Staff employed to run long-term projects are not entitled to 87% of the net revenue as applicable for short-term projects. It should be noted that it is their primary engagements. Their payment shall be in form of incentive. The disbursement of incentive to long-term project staff shall be prepared by the Project Team Leader in consultation with Director PSRC.

4.5 Disbursement of Long Term Project Funds
50% of the net revenue shall be reinvested on the projects and the remaining 50% to be disbursed along similar lines as institutional overheads/surcharge.

4.6 Disbursement of Accrued Deposits
Disbursement of accrued deposits shall be for use in special expenditure according to applicable policy and subject to recommendations by the relevant organs and approval of DPSRC/CMC.
Chapter 5
Operational Policy and Procedures for Estimation of Service Charges

5.0 Introduction
It is desired to harmonise the charging for services at College for similar jobs, otherwise the College shall appear to be disorganized without any sense of direction to the outsiders. It needs to be remembered that to our clients the image of the College shall remain and not that of individual or unit. There is thus a need to maintain and protect the image of the College with purpose, orientation and vision that our clients can trust and rely on us. One element of the image requiring attention is being organised and having defined charging system for services offered by the College.

5.1 Objectives
The objective of operational policy and procedures for estimation of service charges is to define charges for services and make them known, published, and available to the Director PSRC and the public. Such data shall make it easier for the Director PSRC or any other College staff to promote the services of the College and to negotiate with prospective clients where appropriate. This should increase the volume of activities and generate College and staff income. Moreover, the terms and conditions governing service activities shall be more transparent.

The transparency shall also simplify the task of the Director PSRC for monitoring performance and ensuring that deadlines are met as well as controlling quality of projects and improving clients' satisfaction and success rates for bids and job roll-outs.

5.2 Policy Statement
The Director DPSRC shall convene a meeting of the different units offering similar services to the public once a year to agree on charge rates that shall be binding for the whole year. It shall be an offence to charge above the specified rate. A range may be specified where it is deemed appropriate. The rates agreed shall be displayed in the College units. Discount may be considered where deemed appropriate but such discount must be indicated clearly in receipts. Units that offer unique services shall discuss and agree among themselves in consultation with the Head of Department or Dean of the Faculty as shall be deemed appropriate. Once agreed upon, the rates must be published and binding. All service rates should be available with Heads
of units, Departments, Deans, Director PSRC and the Projects Coordinator for public information and monitoring purposes.

It shall be the responsibility of the Dean of Faculty to see to it that the rates are determined, displayed and used by any unit that offers services to public. The Director PSRC shall have the role of following up. Any unit that contravenes these requirements shall be barred from offering such services. A heavy penalty shall be imposed on units that shall operate while barred from doing so.

5.3 Strategies
The following are the strategies that DPSRC shall adopt to implement effectively service charges in all College units:

(a) The Coordinators of Units shall develop and maintain a database of activities done and charges for each activity. This data shall be useful in working out reasonable rates for such services and material requirements;

(b) The Coordinators of Units shall develop and maintain a database on material requirements for executing different tasks. This shall be useful in the projection of materials needed to execute different tasks for the benefit of the team executing the task and the client;

(c) All rates must be displayed in the units so that the client is better informed;

(d) The rates shall be availed to the responsible offices and DPSRC for easy reference;

(e) The rates may be reviewed when necessary even within the year.

5.4 Operational Procedure

(a) The Director PSRC shall convene a meeting of all units offering similar services, in June of every year to discuss and agree on service charge rates. The Director PSRC in consultation with respective Deans and Coordinators of Departments / Units shall facilitate such meetings by appointing convener and review team;

(b) Members of Unit(s) offering unique services shall also meet in May every year to review charging rates. The Director PSRC in consultation with the Deans / Coordinators shall facilitate the review exercise by appointing the convener;

(c) The Coordinators of Units shall monitor and see to it that Heads departments maintain data bank of their operations and report to the Dean/Faculty management meetings; and
(d) The Dean of Faculty shall facilitate and monitor the display and use of prescribed service rates.
ANNEXES
A1  Sample Form to Show Interest to Participate in a Consultancy Project
A2  Application to Undertake Consultancy Project
A3  Sample Reporting Form for Consultancy Assignments
A4  Consultancy Registration Form
A5  Consultancy Registration Certificate
A6  Anti-Bribery Policy
A.1 FORM TO SHOW INTEREST TO PARTICIPATE IN A CONSULTANCY PROJECT

EXPRESSION OF INTEREST TO BE PART OF THE TEAM TO UNDERTAKE CONSULTANTS FOR (TITLE OF THE CONSULTANCY PROJECT)

UNIT/EOI-RFP/ SN/YYYY

Assignment Details:

<table>
<thead>
<tr>
<th>Client/Institution:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment Focus:1</td>
</tr>
<tr>
<td>Assignment Focus:2</td>
</tr>
<tr>
<td>Assignment Focus:3</td>
</tr>
</tbody>
</table>

Source (e.g. Newspaper Advertisement date and webpage - link)

<table>
<thead>
<tr>
<th>Region and Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date for Submission of EOI and RFP</td>
</tr>
</tbody>
</table>

Suggested names of other consultant you will work with

<table>
<thead>
<tr>
<th>Name (Title/Gender) e.g. Dr. Mona (F)</th>
<th>Proposed</th>
<th>Specialization</th>
<th>School/Institute/College</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Team Leader/consultant</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>consultant</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>consultant</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>consultant</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>consultant</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Assignment task
>> Develop expression of interest/ RFP
Please include your CV in World Bank Format indicating the areas of your capability.

Signature of the Applicant: ___________________________ Date: __________

Team Approved/Not Approved by __________________________ Date: __________

Reasons not approving _______________________________________

Approval Tracking Number ____________________________

Consulting Unit ____________________________________________
# A2: APPLICATION TO UNDERTAKE CONSULTANCY ASSIGNMENT

| **Full Name** |  |
| **Job Title** |  |
| **Department** |  |
| **College** |  |
| **Staff ID Number** |  |
| **Other Appointments (E.g. Coordinator of Research)** |  |
| **Name and Address of the Organization for which you will be Undertaking a Private Consultancy** |  |
| **Description of the Nature of the Assignment** |  |
| **Is this a Private Consultancy Assignment?** | Yes/No |
| **Estimated time required for the work** |  |
| **Period to which the assignment will be undertaken** |  |
| **University resources to be used** |  |
| **Names and status of the University students and Staff to be employed to this assignment** |  |
| **Estimated total fees** |  |
| **Will the work create exchange of the Intellectual property?** | Yes/No |
| **Will the work conflicting any other university activities or undertaking?** | Yes/No |

Signed By ___________________________ Date __________________

Approved by: _____________________ Date: __________
(Head of Department)

Authorized by: _____________________ Date: _________________
(Consulting Unit)
### A3: CONSULTANCY REPORTING FORM

**Faculty, Department, Unit ..................................................**

<table>
<thead>
<tr>
<th>SN</th>
<th>Job Title</th>
<th>Client</th>
<th>Consultant</th>
<th>Date</th>
<th>Payment [Tshs]</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Name &amp; Contacts</td>
<td>Sector &amp; Type</td>
<td>Name</td>
<td>College</td>
<td>Gender</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**A4: CONSULTANCY REGISTRATION FORM**

This form is for the use of members of staff who plan to undertake University consultancy for an external client. All staff members should complete this registration form before undertaking University consultancy. Information supplied will be used for putting contract arrangements in place and initiate the financial process required for raising an invoice to the client. University consultancy should not be undertaken if this form is not completed and a contract is not in place. If you have any doubts, please contact DPSRC for assistance.

### Section 1: Consultants Details

<table>
<thead>
<tr>
<th>1.1 Name of Lead Consultant:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2 Employee Number:</td>
</tr>
<tr>
<td>1.3 College/School/Institute:</td>
</tr>
<tr>
<td>1.4 Department:</td>
</tr>
<tr>
<td>1.5 Consultancy Bureau:</td>
</tr>
</tbody>
</table>

1.6 How many days have you used for consultancy work in this academic year (excluding the one that is being registered)?

<table>
<thead>
<tr>
<th>University</th>
<th>Private</th>
</tr>
</thead>
</table>

1.7 List names of other members of staff at the university who will be involved in this consultancy (they will be required to complete their own permission forms)

### Section 2: Project Details

2.1 Description of work to be undertaken and expected deliverables (attach client description of work if available)

2.2 Please provide details of any additional expenses, consumables and materials or the use of equipment required specifically to support the consultancy
### Section 3: Dates

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Proposed start date:</td>
</tr>
<tr>
<td>3.2</td>
<td>Expected end date:</td>
</tr>
<tr>
<td>3.3</td>
<td>Anticipated number of days:</td>
</tr>
</tbody>
</table>

### Section 4: Client details

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Name of Client:</td>
</tr>
<tr>
<td>4.2</td>
<td>Address:</td>
</tr>
<tr>
<td>4.3</td>
<td>Name of contact person:</td>
</tr>
<tr>
<td>4.4</td>
<td>Position of contact person:</td>
</tr>
<tr>
<td>4.5</td>
<td>Telephone:</td>
</tr>
<tr>
<td>4.6</td>
<td>Email:</td>
</tr>
</tbody>
</table>

### Section 5: Signatures

#### 5.1 Consultant

<table>
<thead>
<tr>
<th>Name</th>
<th>Signature</th>
</tr>
</thead>
</table>

| Date: |   |

#### 5.2 Head of Department or equivalent (or other as appropriate)

<table>
<thead>
<tr>
<th>Name</th>
<th>Signature</th>
</tr>
</thead>
</table>

| Date: |   |

#### 5.3 Manager of Consultancy Bureau
<table>
<thead>
<tr>
<th>Name</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td></td>
</tr>
</tbody>
</table>

**Section 6: Registration Number (to be filled by DPSRC)**

<table>
<thead>
<tr>
<th>Registration number:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Name</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td></td>
</tr>
</tbody>
</table>
## A5: CONSULTANCY REGISTRATION CERTIFICATE

**DIRECTORATE OF POSTGRADUATE STUDIES, RESEARCH AND CONSULTANCY**

<table>
<thead>
<tr>
<th>REGISTRATION NUMBER</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>NAME OF PROJECT</td>
<td></td>
</tr>
<tr>
<td>CONSULTANT(S)</td>
<td>1.</td>
</tr>
<tr>
<td></td>
<td>2.</td>
</tr>
<tr>
<td></td>
<td>3.</td>
</tr>
<tr>
<td></td>
<td>4.</td>
</tr>
<tr>
<td>FEES</td>
<td>TUDARCo (9%)</td>
</tr>
<tr>
<td></td>
<td>DPSRC (6%)</td>
</tr>
<tr>
<td></td>
<td>FACULTY (3%)</td>
</tr>
<tr>
<td></td>
<td>DEPARTMENT (7%)</td>
</tr>
<tr>
<td></td>
<td>CONSULTANT(S) (87%)</td>
</tr>
<tr>
<td>VALUE TOTAL</td>
<td></td>
</tr>
<tr>
<td>START DATE</td>
<td></td>
</tr>
<tr>
<td>COMPLETION DATE</td>
<td></td>
</tr>
</tbody>
</table>

**DIRECTOR OF POSTGRADUATE STUDIES, RESEARCH AND CONSULTANCY**

NAME: …………………………………

…………………………………

SIGNATURE: ……………………

…………………………………

DATE: ……………………………

…………………………………
A6: ANTI-BRIBERY POLICY

TUDARCo ANTI-BRIBERY POLICY

This Policy describes what is required to meet our commitment not to offer, pay or accept bribes and to maintain high standards of ethical and law-abiding behaviour in all our interactions with government officials, parastatal organisations, professional organisations, non-governmental organisations (NGOs) as well as other community based organisations (CBOs).

TUDARCo believes that integrity and fair dealing are essential assets of the company and this should be reflected in all activities. Each TUDARCo Consultant has a responsibility to ensure that TUDARCo will not get involved in corruption. Both active and passive bribery is illegal according to Regulation 100(2) of the Public Procurement (Goods, Works, Non-Consultant Services and Disposal of Public Assets by Tender) Regulations, 2005 - Government Notice No. 97 of 15th April, 2005.

No employee nor any other person representing TUDARCo such as agents, suppliers, joint venture partners or others, may on any occasion, neither directly or indirectly, offer anything of value to any person that directly or indirectly represents a client or a supplier in order to gain an advantage or as a reward for a favour.

Key Policy Issues

- TUDARCo consultants are expected to conduct TUDARCo business in a legal and ethical manner. TUDARCo should not use illegal payments, bribes, kickbacks or other questionable inducements to influence government officials, parastatal organisations, professional organisations, non-governmental organisations (NGOs) as well as other community based organisations (CBOs) for any business transaction.

- TUDARCo consultants must not offer or give – directly or indirectly – money or anything else of value to any person, in order to obtain or retain business or secure any other improper advantage

- TUDARCo consultants must not offer or give – directly or indirectly – money or anything else of value to an employee or other representative of any person with whom the Company has or is seeking to develop a business relationship, if it would constitute a commercial bribe

- TUDARCo consultants must not accept anything of value, if it may compromise our independence or judgement, or if it would constitute an inducement to make, or a reward for making, any decision in favour of a third party