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MINISTRY OF EDUCATION, SCIENCE
AND TECHNOLOGY

UNIVERSITY OF DAR ES SALAAM



CONSULTANCY POLICY AND OPERATIONAL PROCEDURES 2024

Hekima ni Uhuru

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UNITED REPUBLIC OF TANZANIA

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AND TECHNOLOGY**



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CONSULTANCY POLICY AND OPERATIONAL PROCEDURES – 1994

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ABBREVIATIONS AND ACRONYMS

BICO	Bureau of Industrial Cooperation
CBO	Community Based Organization
CCC&STC	Chief Corporate Counsel and Secretary to Council
CE	Continuing Education
CoET	College of Engineering and Technology
CoNAS	College of Natural and Applied Sciences
CoI	Conflict of Interest
CONRIS	Consultancy Registration Information System
COPSA	Consultancy, Outreach and Public Service Advisory Board
CPRD	Centre of Research and Professional Development
CoSS	College of Social Sciences
CV	Curriculum Vitae
DRP	Directorate of Research and Publication
DVC-PFA	Deputy Vice-Chancellor-Planning, Finance and Administration
DVC-R	Deputy Vice-Chancellor-Research
DUP	Dar es Salaam University Press
EFD	Electronic Fiscal Device
EoI	Expression of Interest
HoD	Head of Department
IP	Intellectual Property/Properties
IPMO	Intellectual Property Management Office
M&E	Monitoring and Evaluation
MAC	Management Advisory Committee
MDCB	Management and Development Consultancy Bureau
NEMC	National Environment Management Council
NGO	Non-Governmental Organization
NSCoB	Natural Sciences Consultancy Bureau
PDP	Professional Development Programme
PFIC	Planning, Finance and Investment Committee
SoED	School of Education
SRKEC	Senate Research and Knowledge Exchange Committee
SoMG	School of Mines and Geosciences
TANePS	Tanzanian National e-Procurement System
TIN	Tax Identification Number
TP	Technical Proposal
TRA	Tanzania Revenue Authority
UCB	University Consultancy Bureau
UDBS	University of Dar es Salaam Business School
UDSM	University of Dar es Salaam
UNDP	United Nations Development Programme
VAT	Value Added Tax
VC	Vice-Chancellor

FOREWORD

The University of Dar es Salaam (UDSM) has a wealth of knowledge in various disciplines which has been amassed for more than six decades. The knowledge generated through years of research and development has played a critical role in the socio-economic development of our country since independence. To ensure that there is coordination of the consultancy activities undertaken by all members of staff, UDSM established the University Consultancy Bureau (UCB) in 1993. The Bureau has put the University in the limelight, since service is delivered by competent and highly skilled consultants.

Despite the University's great achievements in consultancy, many changes have taken place over the years and impacted how consultancy assignments are acquired and performed. At present, the University of Dar es Salaam no longer enjoys the prestige of being the only university in the country. There are more than 40 higher learning institutions in the country with staff and graduates capable of undertaking consultancy assignments that were once UDSM's monopoly. The proliferation of consulting firms in recent years has also led to stiff competition for consultancy assignments. This state of affairs has compelled UDSM to revise its strategies so as to contribute to the country's economic development, while at the same time attracting more consultancy assignments.

Effective execution of consultancy assignments requires mechanisms that provide clear direction to consultants in terms of adherence to various standards and regulations, and of having the best feasible approaches and solutions to clients' problems. In addition, some assignments need teaming up with external partners so as to have strong teams at the time of bidding for such assignments. All these require clear guidelines and elaborate coordination mechanisms that include all parties.

These Consultancy Policy and Operational Procedures (CPOPs) were approved by the University Council in 2024 and replaced those which were approved in 2017. It covers the University's Main Campus and the Constituent Colleges (DUCE and MUCE). This revised document has come at the right time to address the various, emerging deficiencies and accommodate the changes that occurred during the existence of the

previous policy. These include consideration for government-commissioned assignments and the management of sub-contracted and joint venture consultancy activities. It is expected that the document will enhance the capacity and competitiveness of UDSM's consultants, while also improving their service delivery to the public and ensuring mutual gain from the consultancy activities done. The University aspires to maintain its position as a leading provider of high-quality consultancy services. This revised document is intended to ensure that UDSM spearheads the dissemination of knowledge through the provision of unparalleled consultancy services to the public. The document responds to the evolving market and stakeholders' opinions regarding the need to improve the consultancy environment at UDSM. The changes made to the document are also geared towards ensuring that the consultancy activities done at UDSM comply with the national and other relevant institutional policies and guidelines.

Prof. William A. L. Anangisye
Vice-Chancellor

CHAPTER ONE: OVERVIEW, POLICY ENVIRONMENT AND RATIONALE

1.1. Overview

The University of Dar es Salaam (UDSM) regards consultancy service provision as one of its core functions. Thus, it recognizes the benefits accruing from consultancy activities for individual members of staff, the University as an institution and the country. Its interests are protected in keeping with its mission. The provision of consultancy services is an important mechanism for transferring knowledge and technology to external stakeholders such as government, the business sector, non-state organizations and the public, both locally and internationally. The services are also expected to contribute to the University through improvement of teaching and research experiences, recognition, status, as well as academic and professional development. Furthermore, consultancy services contribute to income generation by members of staff, the University in general and its units in particular. The services improve access to up-to-date industry knowledge and experiences relevant for improving teaching and research activities. It is, therefore, important for UDSM to stimulate and coordinate consultancy activities, while also ensuring that its interests are protected. This is achieved by providing incentive mechanisms, improving the conditions under which consultancy activities are undertaken and ensuring that the members of staff abide by various instruments, including the Financial Regulations and Procedures, the Intellectual Property and Ethical Practices.

UDSM's Vision 2061 recognizes the central role of knowledge exchange in linking the University with the industrial sector. The Vision acknowledges that knowledge exchange occurs in different forms that include the provision of consultancy services, solutions to real-life problems and the challenges facing the public sector, the private sector and civil society. Thus, the provision of consultancy services is a key aspect of Vision 2061 in fostering the development of the three UDSM core functions. Vision 2061 highlights several key issues that intensify efforts towards knowledge exchange, which would also enhance consultancy activities.

1.2 Policy Environment

1.2.1 Internal Impetus

The University of Dar es Salaam is the oldest University in the country which recognizes consultancy service provision as one of its core functions. Relatedly, it recognizes the value of undertaking consultancy activities by its staff to the University itself and to the outside world. The activities are useful for addressing societal challenges, creating value and generating income. The University is currently facing stiff competition on the consultancy market from other higher learning institutions, research institutions and private firms that are capable of performing consultancy assignments. Thus, UDSM continuously trains its members of staff so that they remain competitive on the consultancy market. It also invests in fostering partnerships and collaborations that provide opportunities for implementing multi-disciplinary consultancy projects.

1.2.2 National Trends and Dynamics

Consultancy activities have been undertaken in Tanzania over several decades focusing on a variety of areas and being promoted by public and private sectors. In Tanzania though and given the level of development reached, most consultancy activities come from the Government, thus making this institution the highest executioner of such activities, including large-scale infrastructural projects. Up until 2005, there was no comprehensive national policy for guiding the undertaking of consultancy activities. The Government developed the first national policy for that purpose in 2005. Even with that policy in place, the participation of local consultants in major consultancy assignments is minimal owing in part to the absence of a consultancy body that could register and guide local consultants and enable them to compete with well-established consultants from developed countries. Additionally, the consultancy industry in Tanzania is beset with challenges such as (i) inadequate competence in marketing consultancy skills and institutional weaknesses, (ii) the absence of a registration and accreditation process for some professions, (iii) lack of coordination of consultancy institutions under professional boards, (iv) lack of a system that would give local consultants' access to consultancy assignments, (v) inadequate transparency in tendering for consultancy assignments, (vi)

corruption in consultancy assignments and (viii) inadequate information on consultancy assignments. The Government has addressed some of these challenges using the Public Procurement Act of 2022. However, the challenges still remain, especially in the major assignments advertised through external outlets. Very often, local consultants are unable to access such information because access is subject to paying subscription fees. When they get the assignments, however, they are usually treated as sub-consultants, thus benefiting less despite the fact that they do most of the consultancy work. The Government has plans to make Tanzania an industrialized, middle-income country by 2025. Realizing this goal entails undertaking several activities that need some consultancy input. The Government has also decided that it will, as much as possible, use local Government institutions in the provision of consultancy services. Therefore, UDSM believes that it is important for it to be strategic and devise measures that will ensure that its participation in the potential consultancy undertakings is greater than it would have otherwise been.

1.2.3 Regional and International Dimensions

Currently, Tanzania is a member of various regional and international organs. For instance, the East African Community (EAC) frequently engages experts as private consultants or a consortium so that they work on short-term projects. The term 'consultant' includes a wide variety of private and public entities, including consulting firms, engineering firms, construction managers, management firms, procurement agents, inspection agents, specialized agencies and other multi-national organizations, investment and merchant banks, universities, research institutions, government agencies, non-governmental organizations (NGOs) and individuals. Thus, UDSM has a pivotal role to play in securing regional and international consultancy assignments. This obligation has, *inter alia*, necessitated adopting this consultancy policy and its underlying principles and philosophy.

1.3 Rationale for Reviewing the Policy

One of the core functions of UDSM is to stimulate knowledge exchange, which includes offering consultancy services. Thus, an updated policy is required to guide the various processes and make the provision of consultancy services an effective and productive undertaking for UDSM, its staff and the country.

The current UDSM Consultancy Policy and Operational Procedures were developed in 2017; therefore, the document is more than five years old. Several changes that have taken place in the sector and evolving challenges have triggered the review of the document. Furthermore, the review process has also considered the opinions of various stakeholders regarding various aspects of the policy which have a negative effect on the performance of consultancy at UDSM.

1.4 The Policy Goal

UDSM's Consultancy Policy is intended to strengthen, support and facilitate the provision of consultancy services by UDSM. The policy document is expected to guide the various processes and make the provision consultancy services as an effective, productive and competitive undertaking for UDSM, its staff and the country at large. Moreover, the policy is intended to align UDSM's consultancy endeavours with international best practices and standards, so that there is a consistent and high-quality approach across all consultancy projects. The policy also seeks to empower and motivate the members of staff to actively engage in consultancy, recognize their contributions and provide them with the necessary resources and support.

1.5 Policy Objectives

1.5.1 General Objective

The general objective of the Consultancy Policy is to provide guidance to the University community and stakeholders in providing quality consultancy services, thereby addressing societal challenges and contributing to income generation, while at the same enhancing the quality of teaching, learning and knowledge creation.

1.5.2 Specific Objectives

The specific objectives of the policy are to:

- (a) encourage engagements and improve access to consultancy activities by all UDSM staff and units;
- (b) build the capacity of UDSM consultants to carry out multidimensional consultancy activities;
- (c) enhance continuous flow of consultancy activities without affecting other services provided by UDSM;
- (d) ensure that consultancy work generates sufficient revenue that is shared equitably between the University, its units and individuals;
- (e) promote compliance with national and institutional regulations and ethical practices among the University's staff and units in undertaking consultancy work;
- (f) enhance strategic partnerships that benefit UDSM, its clients and collaborators;
- (g) guide the authorization, coordination and management of UDSM consultancy activities; and
- (h) enhance the monitoring and evaluation of UDSM consultancy activities.

1.5.3 Application and Scope of the Policy

This policy document applies to all full-time and part-time employees of UDSM and its Constituent Colleges. It also applies to anyone engaged by the University of Dar es Salaam to participate in a consultancy project through collaborative or sub-contracting arrangements.

The policy shall cover and apply to all the activities defined as consultancy by this policy. The policy also applies to the management of other activities that do not fall directly under the definition of consultancy, including contracted research and service jobs. Moreover, the policy also covers continuing education/short courses and professional development programmes (PDPs) in the same way as it does consultancy activities.

1.6 Definition of Key Terms

1.6.1 What is Consultancy?

The term 'consultancy' is defined in this policy as *the provision of expert advice, analysis and interpretation, which draws upon and applies the expertise and knowledge of the University's members of staff. A typical consultancy activity generates client-specific information or data, which normally belongs to the client and contributes to income generation for the institutions and individuals involved in the activity. It may be a University consultancy activity or a private consultancy activity as defined in this policy.*

1.6.2 What is Not Consultancy?

Whether paid for or not, the following assignments shall not be classified as consultancy assignments:

- (a) Hiring a University facility/equipment
- (b) Acting as an external examiner for an academic institution or a professional institution
- (c) Editing a scholarly journal or being appointed editor of a professional or academic journal
- (d) Presenting work to an academic audience at a conference, for example.
- (e) Writing a textbook or chapters thereof
- (f) Doing professional work involving academic sponsorship, for example being a panel member, a jury team member, a facilitator of an event or session and a provider of advisory services not paid for by charities and other organizations, etc.
- (g) All other professional services offered without professional fees being paid, including the provision of clinical services, doing Government assignments without receiving professional fees, providing nursing services, providing services to religious institutions and charitable organizations and providing legal advice/mentoring entrepreneurs

- (h) Being a member of a committee or board of a higher learning institution, a government body, a professional institution or any other institution
- (i) Appearing in the media (e.g. on television), or contributing articles for general media publication (e.g. to newspapers), or appearing in a documentary (radio or televised) aimed at providing education or an expert opinion or commenting on a certain issue
- (j) Acting in an advisory/mentoring capacity for a publishing house, youth clubs, entrepreneurship hubs, a funding organization or a non-government institution

1.6.3 Internal Consultancy

An internal consultancy assignment refers to a situation where the University asks its member(s) of staff to provide a consultancy service(s) to the University. The internal consultancy service may also involve developing consultancy projects, which may benefit the University in the future in the acquisition and implementation of consultancy assignments or improvement of policies and operational guidelines, systems. For internal consultancies, the University acts as a client.

1.6.4 External Consultancy

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

- (a) a University resource (humans, physical facilities, information, finance, etc.) of any kind is consumed in obtaining or carrying out the task and/or; and
- (b) legal liability is, in whole or in part, with the University as a service provider.

1.6.5 Private Consultancy

UDSM shall not be liable for any private consultancy contract between a UDSM member of staff and a client organization. The members of staff involved in any private consultancy activities with client organizations shall be personally liable. However, the assignment may be registered with UDSM and subjected to payment of overhead costs as part of the employees' duties and responsibilities to the employer. For registered projects, the members of staff shall be granted permission to undertake assignments, including travelling outside the duty station and research clearance. University resources or brands should not be used in sourcing, negotiating, contracting or undertaking private consultancy assignments. Furthermore, the conflict of interest related to the provision of such consultancy services should be addressed so that the University's interests are not jeopardized.

1.6.6 Consultant

A **consultant** is an expert who provides advice or a service. He or she may be a full-time or part-time member of staff of UDSM or may be engaged in a consultancy project involving the University under a cooperation or sub-contracting arrangement.

A **lead consultant** is a senior consulting professional who provides services and leads a team of junior or associate consultants.

1.6.7 Continuing Education and Professional Development Programmes

These are not-for-credit learning activities undertaken by the University or its subsidiaries, including executive education, seminars and training or professional development activities that do not lead to the award of a qualification. The training may be offered under an agreement with an organization or may be advertised so that those who are interested in it can apply.

1.6.9 Service Jobs

The services include material testing and the characterization of construction or other materials, laboratory analyses, field-based tests, legal representation/advisory services, business advisory services, policy advisory services, and interpretation and translation services.

1.6.10 Conflict of Interest

A conflict of interest (CoI) refers to a situation in which an individual's financial, professional or other personal considerations may directly or indirectly affect, or have the appearance of affecting, the individual's professional judgment in executing any University duties or responsibilities, including the conduct or reporting of a consultancy activity. A CoI may arise when a UDSM member of staff himself/herself, or through a company where he/she is a shareholder, has an opportunity or appears to have an opportunity to influence the University's business; and/or administrative, academic, research, consultancy or other decisions in ways that could lead to financial, professional or personal gain, or gaining an advantage of any kind, whether or not the value is readily ascertainable.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Introduction

The University of Dar es Salaam (UDSM) is among the oldest and well-established universities in Tanzania and in the East African region at large. Being a comprehensive University, it has diverse fields of expertise which encompass various disciplines, including the social sciences, law, engineering, humanities, medicine, agriculture, the natural sciences and many more. This richness in knowledge places UDSM at an advantage when it comes to the provision of consultancy services to external stakeholders such as government, the business sector, non-state organizations, community organizations and the general public, both locally and internationally. UDSM employees, through the provision of consultancy services, make important contributions to society, while at the same time ensuring that the University's reputation is safeguarded by their abiding by various regulations, including the Financial Regulations and Procedures, Intellectual Property Management and Ethics.

2.2 Governance and Organizational Structure

UDSM has been providing consultancy services to the public for several decades in a consultancy ecosystem, which has been rapidly changing owing to advances in technology, the dynamic political ecosystem and evolving societal demands. At UDSM, consultancy activities are coordinated by the University Consultancy Bureau (UCB) at university level and the unit consultancy bureaus or coordinators at the College, School, and Institute levels. The UCB is responsible for reporting all consultancy activities to different University committees. There are currently six unit consultancy bureaus, namely the Bureau for Industrial Cooperation (BICO) under the College of Engineering and Technology (CoET), the Natural Science Consultancy Bureau (NSCOB) under the College of Natural and Applied Sciences (CoNAS), the Management and Development Consulting Bureau (MDCB) under the University of Dar es Salaam Business School (UDBS), the Centre of Research and Professional Development (CRPD) under the School of Education, the Social Sciences Consultancy Bureau (SSCB) under the College of Social Sciences

(CoSS), and the Mining and Earth Resources Management Bureau under the School of Mining and Geosciences (SoMG).

Of these six bureaus, only BICO maintains a fully-fledged office with staff on its payroll. The managers or coordinators of the bureaus report to the Principals/Deans/Directors on all matters related to consultancy and services. Where there are no consultancy bureaus, consultancy activities at the unit level are done by coordinators who are responsible for ensuring that there is smooth coordination of consultancy activities at the College/School/Institute levels.

There is no specific organisational structure indicated in the 2017 policy. However, section 6 of the policy contains the operational procedures indicating the roles of the UCB, Colleges/Schools/Institutes and Departments in the performance of consultancy assignments. Nonetheless, consultancy bureaus such as BICO have an organizational structure which includes a board, a management advisory committee (MAC), a manager, a project coordinator, an accountant, a cashier, a secretary, an office attendant and a driver.

2.3 Provision of Consultancy Services

UDSM provides consultancy services to various stakeholders, including the Government, the private sector and international organisations. Those receiving consultancy services are charged fees at market rates. The services generate income for employees and the University. However, since UDSM is a public university and is obliged to provide services to the Government when it is called upon to do so, there has been an increase in the number of requests for its staff to participate in Government-commissioned assignments. The University acknowledges this new development, since it raises the profile of UDSM consultants by exposing them to high-value consultancy assignments that involve reputable international firms. A good example is the construction of the Julius Nyerere Hydro Power Plant and the Standard Gauge Railway Projects.

The 2017 consultancy policy does not define government-commissioned assignments as consultancy activities. Government-commissioned assignments are by definition those which request experts from the University of Dar es Salaam on the basis of their areas of competence to take part in the execution of the assignments. As Government employees, it is part of their duty to take part in Government activities which are not related to their posts. These assignments sometimes require the staff to be away from their workstations for extended periods of time, which impacts other University activities such as teaching and research. At present, their contribution to UDSM is not known because the relevant information is not entered into the Consultancy Registration and Information System (CoNRIS). Furthermore, most of these activities do not involve paying institutional, overhead costs to the University and, in cases where such fees are paid, negotiations are done and the fees can come down to 10% of the gross income generated.

2.4 Compliance

The University of Dar es salaam is a public institution and all its members of staff are required to abide by the Code of Ethics and Conduct for Public Service in Tanzania. The Government requires that employees discharge their duties with integrity. This includes discharging their duties honestly and impartially to avoid conflicts of interest. The consultancy activities undertaken at UDSM sometimes involve collaborations with external partners in order to have the capacity to carry them out. Consultants are thus required to declare a conflict of interest, if any. Non-declaration of a conflict of interest when one is engaged in large projects leads to audit queries, which is not healthy for the University's image and that of the consulting community. The 2017 consultancy policy is rather silent on the issue of conflict of interest and does not have a provision showing the disciplinary measures that will be taken.

2.5 Accounting and Financial Management Arrangements

Consultancy services are not only an avenue for transferring knowledge and technology to external stakeholders, but are also a source of revenue for the University. All the

University consultancy projects/assignments are liable to the payment of an overhead cost. Currently, the fees are set as 30 percent of the gross income earned, and 70 percent covers a consultant's fees and direct costs. Regardless, the policy has stipulated exceptional cases where the fees paid to the University may increase or decrease accordingly, and receipt of appropriate approval. The income generated as institutional overhead costs is distributed as follows: the University 12%; the UCB 3%; Colleges, Schools and Institutes 4%, Departments 5% and the Bureaus 6%. The distributed amount can be used by the relevant recipient on the basis of the budget submitted for auditing purposes.

Under the 2017 Consultancy Policy and Operational Procedures, the institutional overhead costs charged at the rate of 30 percent of the gross income generated does not take into consideration the withholding tax payable to the Government. Such a fee threshold was found to be relatively higher than the one set by most of the competing institutions on the market. A desk review of 12 higher learning institutions revealed a range of between 20 and 30 percent from the gross or net income. It is also projected that a stimulated rise in consultancy registration by 15% will ensure that more consultancy-related revenue, and hence more institutional overhead costs.

Consequently, the performance of consultancy at UDSM has been affected in recent years by some clients and consultants complaining about such high rates. Indeed, despite the observed rise in revenue since 2017, consultants and certain clients have aired concerns about the high institutional overhead costs (30%), thus making the University uncompetitive.

Furthermore, the Government's financial regulations now require that all financial transactions be handled centrally and all the payments that clients make be made using control numbers. This has created bottlenecks which hamper the smooth and timely execution of consultancy assignments. Furthermore, the deduction of institutional overhead costs from clients' payments at different times, especially from the initial instalments, leads to unnecessary financial hardship, which can compromise the quality

of the assignments. Despite the information contained in the current policy, this review is intended to provide updated and suitable procedures that will improve the way consultancy assignments are handled at the University of Dar es Salaam.

2.6 Registration of Consultancy Assignments

Consultancy assignments are registered using the Consultancy Registration Information System (CoNRIS), which is managed by a System Administrator under the Office of Deputy Vice-Chancellor-Research. At University level, the UCB Manager is the main user of the system. The registration of a consultancy project is initiated by the Lead Consultant and 'passes through' the Head of Department, Principal/Dean, unit Bureau Coordinator and finally reaches the UCB Manager for approval of the registration of the project. All Principals/Deans, HODs and Coordinators have been oriented to this process. However, the registration process is characterized by delays in the approval of projects which are caused by the responsible authorities who are often not aware that a consultancy assignment registration has been initiated.

The registration system, though effective in tracking consultancy assignments, is still not fully capable of capturing all the information required for producing reports for UDSM meetings. The information shows Government-commissioned assignments, service jobs, sub-contracting, the institutional overhead cost payment status of individual projects and institutional overhead cost reductions or waivers. More information on this is available in the "Report on review of the 2017 UDSM Consultancy Policy and Operational Procedures."

CHAPTER THREE: SWOT ANALYSIS

3.1. Strengths

- (i) The University has qualified members of staff with multi-disciplinary consultancy expertise and experience.
- (ii) UDSM's legal framework gives WHOM? the mandate to provide consultancy services.
- (iii) The University has established consultancy bureaus.
- (iv) UDSM has a good reputation and a strong brand.
- (v) The University's campuses are in multiple, strategic locations.
- (vi) The Management supports consultancy activities.
- (vii) There are both physical and material resources at the University, i.e. the presence of state-the-of-art facilities and equipment for undertaking consultancy activities.

3.2. Weaknesses

- (i) Members of staff have low motivation to undertake consultancy activities.
- (ii) There is limited reporting of private consultancy assignments by the staff.
- (iii) There is inadequate promotion of UDSM's consultancy capacity.
- (iv) There is limited collaboration with national, regional and international consulting firms/institutions.
- (v) The UCB and several unit bureaus are not registered in various portals.
- (vi) There are delays in authorizing, financing and executing consultancy projects.

3.3. Opportunities

- (i) UDSM is a public and trusted institution with greater chances of winning consultancy projects.
- (ii) The demand for consultancy services is rising.
- (iii) There is a large and strategic alumni base in various organizations.

- (iv) There is a large pool of potential collaborating local and international institutions.
- (v) The country's current development strategies are also an opportunity to the University.
- (vi) There is a conducive environment (policies, agendas, etc.) in the country for undertaking consultancy activities.

3.4. Threats

- (i) There is high competition owing to the existence of many consulting institutions and firms.
- (ii) Competing institutions have low charges.
- (iii) The University may be sued if a consultant breaches a contract.
- (iv) Government-related assignments are treated as special assignments without market fees being charged on them.
- (v) Certain donor-imposed conditions restrict civil servants from undertaking public-sector consultancy activities.

CHAPTER FOUR: POLICY ISSUES AND STATEMENTS

4.1 Introduction

This document addresses eight key areas that are consistent with UDSM's Vision 2061 and the justification for developing these Consultancy Policy and Operational Procedures. They are:

- (a) The promotion of consultancy activities by enhancing access to such activities by all UDSM members of staff;
- (b) building the capacity for UDSM consultants to carry out multidimensional consultancy activities;
- (c) marketing, promoting and branding the University's capacity to do consultancy assignments;
- (d) guiding optimal distribution and use of UDSM's consultancy-based revenue and resources;
- (e) improving the disclosure and guidance of consultancy-related ethical practices by UDSM's staff;
- (f) guiding strategic collaborations in consultancy activities such as Government assignments, sub-contracts and joint ventures;
- (g) coordination and management of consultancy activities at UDSM; and
- (h) monitoring and evaluation of consultancy activities to ensure compliance with and adherence to UDSM's standards, various relevant laws and regulations.

4.2 Promoting Consultancy Activities done by all UDSM Staff

4.2.1 Policy Issues

The University has taken steps to involve its female and junior members of staff in consultancy work. This ensures that all members of staff are up to date with industry skills; and technologies, thus improving their teaching capacity in complementarity with research undertaking. Despite being the oldest and most renowned university in Tanzania, the University of Dar es Salaam is no longer the

country's sole institution of higher learning. UDSM also needs to foster a culture of continuous learning and professional development among its consultants. Therefore, it needs to strategically promote its potential to secure more projects for all members of staff, keep its current clientele, expand its clientele base and attract new clients.

Policy Objective: The objective is to encourage UDSM employees, including younger and female members of staff, to participate in consultancy activities and thus have access to consulting jobs for knowledge exchange.

4.2.2 Policy Statements

The University shall:

- (a) provide a conducive environment for its female and junior members of staff to be engaged more in consultancy work;
- (b) devise incentive mechanisms for the staff to undertake consultancy assignments;
- (c) maintain the use of consultancy reports in staff promotions and mainstream consultancy into teaching;
- (d) recognize and reward individuals and units with the highest societal impact through consultancy activities; and
- (e) engage in marketing and promoting the University's consultancy potential.

4.3 Capacity Building for UDSM Members of Staff

4.3.1 Policy Issues

The most crucial element in the creation and management of consultancies is the availability of qualified personnel who can successfully bid for and do consulting jobs. While it is assumed that every member of the academic staff possesses the professional abilities that make him or her a skilled consultant, very few of them actually work as consultants. As a result, only few members of staff handle the majority of consultancy assignments. This indicates that a small percentage of UDSM employees get the benefits

of consulting. This highlights the lack of expertise in consulting and the pressing need to enhance the consultant capacity of the staff. Such capacity constraints are more prominent in specialized and multidimensional consultancy assignments which are usually highly paying. Apart from skill-related capacity, UDSM also needs to build capacity in various 'areas' such as facilities, software and equipment.

Policy Objective: To enhance UDSM's capacity in terms of the expertise, skills and facilities required to undertake consultancy activities in a competitive manner.

4.3.2 Policy Statements

The University shall:

- (a) develop and implement a capacity-building programme so that its staff can undertake consultancy assignments; and
- (b) build the critical infrastructure needed for undertaking consultancy activities.

4.4. Distribution and Use of Consultancy Revenue and Resources

4.4.1 Policy Issues

Consultancy activities provide revenue, knowledge and experience. The University is keen to ensure that the revenue obtained from consultancy is used judiciously and is fairly divided among the key players, including private consultants, units and the University. The University wants this revenue to support its various programmes, and therefore, the procedures for how the revenue generated from consultancy activities is shared are critical.

Policy Objective: To ensure that there is equitable cost-and-benefit sharing using the University's resources and brands.

4.4.2 Policy Statements

The University shall:

- (a) enforce the relevant, consultancy revenue distribution regulations in the interest of all the units (Colleges, Schools, Institutes, Departments, Centres

and Bureaus, the UCB and the University) that undertake consultancy activities;

- (b) develop procedures for reducing or waiving the consultancy institutional overhead costs;
- (c) develop procedures for using consultancy revenue at all levels and monitor its use to enhance greater accountability and transparency, while at the same time improving the consultancy environment; and
- (d) update and maintain the current electronic database of all consultancy assignments involving the University's staff and units, and ensure that revenue records are kept in a transparent manner.

4.5 Marketing Promotion and Branding of the University's Potential to Carry out Consultancy Work

4.5.1 Policy Issues

The University lacks a consulting profile that may be used to sell, market and promote its knowledge, nationally and internationally. Therefore, owing to the unpredictability of the consulting markets, there is a need for unified marketing of its potential, including profiles of capacity for individual consultants and consultancy bureaus. The University's network with other consultants inside and outside the country is also inadequate, thus reducing the volume of consultancy assignments. The University's consultants and consultancy bureaus should start networking with other consultants inside and outside the country to raise the success rate of their proposals. UDSM should also map the consulting capabilities in collaboration with the consultancy units or departments and create a database of consultants on the basis of their experiences and real expertise, instead of relying solely on the academic credentials of its members of staff.

Policy Objective: To enhance the marketing of UDSM's consultancy profile and network with other consultants both inside and outside the country.

4.5.2 Policy Statements

The University shall:

- (a) develop a marketing strategy to promote and brand the University as a top public service provider in the area of consultancy;
- (b) showcase major consultancy assignments, which will also serve as a marketing strategy;
- (c) develop strong and enduring partnerships with other universities, reputable consultancy firms and private consultants from within and outside Tanzania; and
- (d) develop and implement Memoranda of Understanding with key sectors so that the University is in a retainer basis to provide specialized services at an agreed cost scheme.

4.6 Promoting Guiding Ethical Practices on Consultancy

4.6.1 Policy Issues

A long-standing challenge has been the lack of transparency on the part of the members of staff, Colleges, Schools and Institutes that undertake consultancy activities. As a result, the University Management is not aware of the work they do. This has made it more difficult for the University to raise funds in the form of consulting fees to complement its operating budget. The tendency has also made it difficult for the University to fully account for the contribution of consulting activities to the process of addressing various issues related to national development. The situation also undermines capacity development by the University as a key player in the consultancy sector.

Policy Objective: To promote ethical practices among the University's staff and units in undertaking consultancy activities.

4.6.2 Policy Statements

The University shall:

- (a) develop rules, incentives and penalties in line with appropriate and timely reporting and registration of consultancy assignments by the Colleges, Schools, Institutes and individuals;
- (b) develop an open reporting system so that there is transparency in consultancy activities, contracts are signed, revenue is generated and its contribution to UDSM's budget is known to the university community;
- (c) develop a system to ensure that both the University and the individuals undertaking consultancy activities on behalf of the University are accountable to the clients and the University in relation to quality and timely output delivery;
- (d) adopt UDSM's Code Ethics for use in consultancy activities. This shall include the Anti-Bribery Policy, confidentiality, professionalism and accountability issues;
- (e) direct consultancy projects which are liable to ethical screening upon registration so that they are subjected to UDSM's Research Ethical Review Board;
- (f) take stern measures to address breaches of the Code of Ethics, including the breaching of contracts, and non-disclosure and falsified disclosure of consultancy assignments; and
- (g) ensure that UDSM's staff seeking private consultancy assignments do not compete with their employer (units and bureaus).

4.7 Strategic Collaborations on Consultancy and Government-Commissioned Assignments

4.7.1 Policy Issues

Sub-contracting arrangements and joint venture consultancy assignments are pursued to enhance the University's performance. Through such arrangements, UDSM can build strong networks with national, regional and international consultancy firms so as to have collaborative engagements and partnerships. Given the lack of clear guidelines, external collaborations have resulted in numerous irregularities. Among the key challenges are the

acquisition of sub-contractors and collaborators, and the lack of transparency in the sharing of tasks and income between UDSM's units and the other parties. While it is important to improve collaborations in consultancy activities, it is also crucial for UDSM to ensure that sub-contracts and collaborations are well governed.

Government units have normally asked UDSM experts to carry out various assignments. The assignments are usually given to individual members of staff on the basis of their expertise; remuneration is usually not mentioned in the requests. In most cases, the consultants are paid travel allowances and other basic allowances to facilitate the implementation of the assignments. As such, the assignments are not captured by the University's consultancy registration system and, in many cases, the University is not acknowledged. Most Government-commissioned assignments do not involve signing any contracts, since the requests are based on the fact that the members of staff concerned are Government employees. It is, thus, important for UDSM to undertake Government-commissioned assignments, while also capturing its contribution TO WHAT? and negotiating the fees and costs related to the assignments.

Policy Objective: To develop strategic alliances and comprehend the importance of Government-commissioned assignments.

4.7.2 Policy Statements

The University shall:

- (a) devise mechanisms to avoid conflicts of interest when its consultants team up with other consultants from external organizations;
- (b) ensure that the policy includes provisions for vetting contracts related to joint ventures and sub-contracting issues in consultancy;
- (c) attract strategic Government agencies and institutional collaborations in consultancy activities through negotiations, reduced institutional overhead costs and MoUs; and

- (d) continue doing Government-commissioned assignments which its consultancy registration system shall capture. UDSM may also negotiate the fees and costs related to such assignments.

4.8 Coordination and Management of Consultancy Activities

4.8.1 Policy Issues

Currently, UDSM lacks a framework for handling consultancy activities. In order to guarantee that consulting projects benefit the institution and its workers, careful oversight is necessary. Consultancy activities are solicited and managed by the University through the bureaus and/or Colleges/Schools/Directorates/Departments. UDSM should support and give consultancy opportunities to the College/School/Directorate-based consultancy bureaus and coordinate the establishment of bureaus. In order to ensure compliance with the Government's and UDSM's regulations, it is, therefore, necessary to clearly identify the duties of the various parties involved in consultancy activities and their related revenues.

Policy Objective: To guide the authorization, coordination and effective management of UDSM's consultancy activities.

4.8.2 Policy Statements

The University shall:

- (a) establish a clear and effective institutional framework for undertaking consultanc activities;
- (b) define the authority responsible for acquiring and managing consultancy assignments for UDSM;
- (c) define the nature and extent of the liability of registered UDSM consultancy assignments;
- (d) define the various roles and responsibilities of the UDSM Management, units, Schools, Institutes and Colleges in consultancy activities;

- (e) define the authority for vetting and signing consultancy contracts, depending on the nature and value of such contracts;
- (f) provide procedures for registering and handling consultancy activities or related jobs without formal contracts;
- (g) enforce compliance with UDSM's and the Government's financial regulations while one is undertaking a consultancy activity; and
- (h) develop a mechanism to prevent multiple bids from being submitted to clients from UDSM.

4.9 Monitoring and Evaluation of Consultancy Activities

4.9.1 Policy Issues

It is essential to monitor and evaluate the consultancy activities undertaken at UDSM. Currently, the University and its units face certain challenges, including reporting and monitoring of consultancy activities and the income generated therefrom. Additionally, there are no clear institutional mechanisms for evaluating how the University is performing this core function. Hence, it is important for the University to define an institutional arrangement for consultancy monitoring and evaluation, and to engage more with consultancy clients to receive feedback from them.

Policy Objective: To monitor and evaluate consultancy activities to ensure compliance with and adherence to UDSM's standards, various relevant laws and regulations.

4.9.2 Policy Statements

The University shall:

- (a) establish guidelines on quality assurance and put in place arrangements for monitoring and evaluating UDSM's consultancy assignments;
- (b) define the mandates and roles of various units, including the UDSM Quality Assurance Unit, in carrying out monitoring and evaluation;
- (c) define clear and quantifiable indicators for evaluating consultancy services and products. It shall develop the tools and mechanism for monitoring and evaluating consultancy activities; and
- (d) design and implement a consultancy customer survey on a regular basis.

CHAPTER FIVE: GOVERNANCE OF THE POLICY

5.1 Organization and Mandate

At UDSM, consultancy activities are done under the existing structure and are coordinated by the University Consultancy Bureau (UCB). At unit level, the activities are coordinated by the unit bureau managers or the unit consultancy coordinators. Table 1 presents various levels of consultancy service provision at the University of Dar es Salaam.

Table 1: Levels of Consultancy Service Provision and Approval

Consultancy Activity Undertaking Institution	Negotiator and Implementer	Coordinator	Liability	Contract Signatory
University	Lead Consultant	Manager, UCB	University of Dar es Salaam	Vice-Chancellor
Constituent Colleges	Lead Consultant	Director of Public Service	Constituent Colleges	Principal
Colleges/Schools/Institutes Consultancy Bureau/Units	Lead Consultant	Manager of Bureau/Coordinator of the Consultancy Unit	University of Dar es Salaam	Vice-Chancellor
Private	Consultant(s)	Consultant(s)	Consultant(s)	Consultant(s)

5.2 Organizational Structure of Consultancy Management at UDSM

The coordination of consultancy activities at the University is done by the Directorate of Public Service through the UCB. The 2017 policy did not propose a specific organisational structure for the consultancy bureaus. However, section 6 of the policy, which contains the operational procedures, describes the roles of the UCB, Colleges/Schools/Institutes and Departments in the execution of consultancy assignments. The organizational structure of the UCB and its relationship with the bureaus in the Colleges/Institutes/Schools is not presented. All the unit bureaus are answerable to their host units (Colleges/Schools/Institutes). The proposed structure in Figure 1 helps to ensure smooth coordination and information flow at the various University levels.

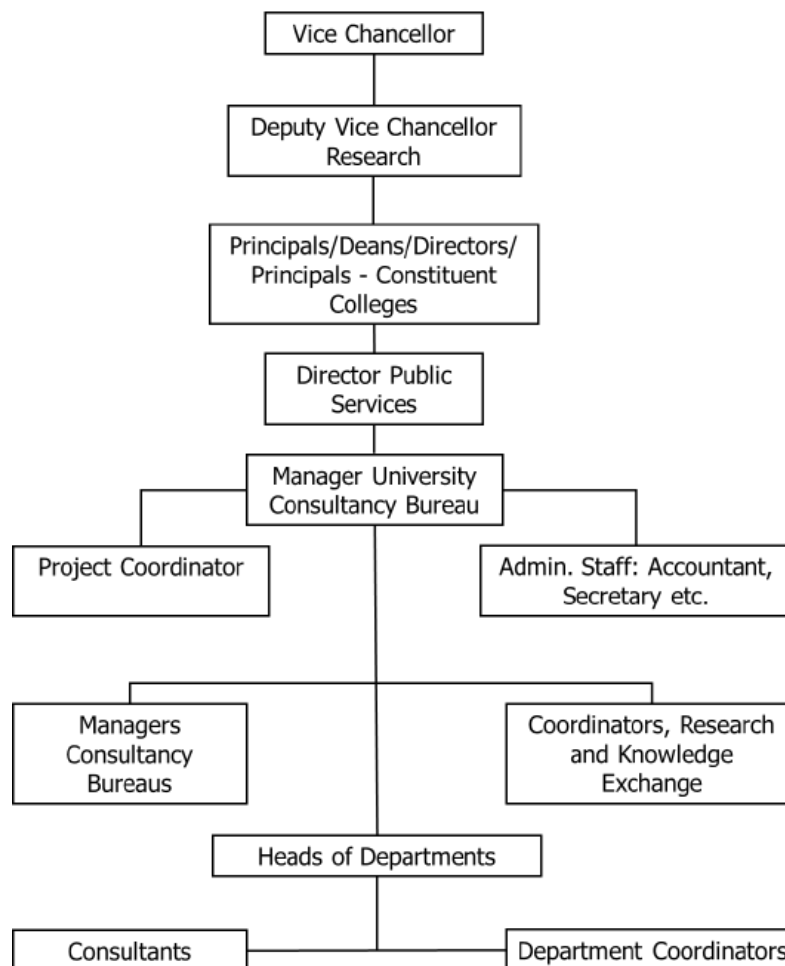


Figure 1: Organizational Structure in the Management of Consultancy Activities at UDSM

5.3 Authorities Responsible for Signing Consultancy Contracts

- (a) According to the University Charter, all consultancy contracts involving UDSM are signed by the Vice-Chancellor (VC) or the DVC-PFA or any other officer appointed by the VC in that behalf. In a Constituent College, the Principal signs such contracts.
- (b) The signing authority seeks the opinion of the Chief Corporate Counsel and Secretary to Council, the implementing unit and the University Consultancy Bureau on the undertaking of the consultancy project prior to signing the contract.
- (c) Service provision projects may be registered in the absence of a contract. The registration of such projects uses invoices or official letters. The value of such projects should not exceed 50,000,000 Tanzanian shillings; otherwise, contracts are necessary. From such activities the relevant fees are collected through Government control numbers.
- (d) Advertised continuing education/professional development programmes may be registered without a contract being signed. The registration of such programmes may be done through approved fee structures and the registration of total participants. In such activities all the fees are collected through Government control numbers.

5.4 The Role of Various Stakeholders

In order to increase the efficiency of the various units and the sections that provide leadership to consultancy activities in the University, there is a need to ensure that their roles and responsibilities are adequately defined. Their roles and responsibilities are defined below.

5.4.1 Vice-Chancellor

- (a) The VC shall sign all vetted consultancy contracts and MoUs with collaborators in consultancy-related matters or delegate this role to the lower authorities.
- (b) On a need basis, the VC shall delegate the role of negotiating institutional consultancy projects.
- (c) The VC shall approve the waiver or reduction of consultancy-related, institutional overhead costs as advised by the DVC-Research.

5.4.2 Deputy Vice-Chancellor-Research

The Office of the Deputy Vice-Chancellor-Research, through the Directorate of Public Service, oversees the consultancy activities carried out by UDSM's members of staff and other collaborators to ensure compliance with the University's regulations. The DVC-Research shall:

- (a) coordinate consultancy activities using an appropriate, institutional framework and policy directives to ensure that UDSM gets greater positive results from the activities in terms of experience, revenue and capacity development;
- (b) enforce the implementation of this policy by all the relevant organs of the University;
- (c) prepare reports for submission to UDSM's higher organs on consultancy activities undertaken by UDSM;
- (d) liaise with the DVC-PFA to follow up on how the revenue from consultancy activities supports UDSM's operational budgets; and
- (e) advise the Vice-Chancellor and foresee the approval of institutional overhead cost waiver requests.

5.4.3 Chief Corporate Counsel and Secretary to Council

The CCC & STC shall:

- (a) shall vet the contracts and MoUs on consultancy assignments;
- (b) advise consultants on legal issues related to the contracts and MoUs on consultancy assignments;
- (c) assist in resolving disputes that may arise during the execution of consultancy assignments; and
- (d) defend UDSM in all cases relating to consultancy activities.

5.4.4 Principals of Constituent Colleges

The Principals of Constituent Colleges shall:

- (a) sign all vetted consultancy contracts and MoUs on consultancy-related collaborations for their Constituent Colleges or delegate this role to the lower authorities; and
- (b) approve the waiver or reduction of consultancy-related, institutional overhead costs, as advised by the DP-ARC.

5.4.5 Directorate of Public Service

The Directorate of Public Service supervises and coordinates the functioning of the heads and staff of the UCB and CE units. The Directorate shall:

- (a) receive and review the reports on consultancy activities submitted by the UCB, CE and unit consultancy bureaux;
- (b) present various management reports on consultancy and continuing education;
- (c) prepare short and long-term action plans of the bureau;
- (d) advise the DVC-Research on matters relating to consultancy and continuing education;
- (e) serve as Secretariat to the COPSA Board; and
- (f) promote through aggressive marketing approaches UDSM's capacity to do consulting work.

5.4.6 University Consultancy Bureau

The University Consultancy Bureau (UCB) shall be the coordinator of all the consultancy activities undertaken by the University of Dar es Salaam. In that effect, the UCB shall:

- (a) register as a consultancy bureau of the University of Dar es Salaam and UDSM's TIN shall be under the UCB and used by all the bureaus and units in sourcing consultancy assignments;
- (b) register and coordinate all University consultancy projects;
- (c) coordinate and support the establishment and operation of unit consultancy bureaus;
- (d) build the capacity of the University's members of staff so that they execute consultancy projects;
- (e) coordinate the conduct of consultancy-related customer satisfaction surveys on a regular basis;
- (f) monitor and evaluate all consultancy activities in collaboration with the QAU;
- (g) seek and solicit consultancy assignments, i.e. mobilizing multi-disciplinary human resources in securing contracts/tenders from clients, both locally and internationally;
- (h) perform all responsibilities related to sourcing and undertaking of consultancy activities for the units without bureaus;
- (i) collaborate with the bureaus and units in negotiating consultancy terms to safeguard UDSM's interests;
- (j) prepare short- and long-term action plans for consultancy activities at UDSM; and
- (k) update and market the profile and capacity of UDSM in relation to consultancy undertakings.

5.4.7 Consultancy Outreach and a Public Service Advisory (COPSA) Board

The Board shall:

- (a) receive, discuss and advise on reports from the unit bureaus;

- (b) review and recommend on budgeting and financial management of the UCB;
- (c) receive, discuss and provide recommendations on all quarterly reports and annual strategic plans from the UCB, consultancy bureaus and UDSM units. It shall make recommendations to the PFIC, SRKEC and other relevant senate committees;
- (d) advise on the marketing strategy and plans on UDSM consultancy services; and
- (e) advise on the quality assurance strategy and monitor its implementation.

5.4.8 Heads of Campus Colleges, Schools and Institutes

The Heads of Campus Colleges, Schools and Institutes shall:

- (a) enforce the implementation of this policy in their units;
- (b) establish and ensure smooth functioning of unit consultancy bureaus;
- (c) prepare progress reports on consultancy activities and submit them to the DVC-Research through the DPS/UCB;
- (d) ensure that the revenue from consultancy activities is distributed according to the policy and is used to support the operational budgets in their units; and
- (e) provide recommendations to register their relevant consultancy assignments in CoNRIS.

5.4.9 Unit Consultancy Bureaus and Consultancy Coordinators

Unit-level bureaus and consultancy coordinators shall:

- (a) undertake all responsibilities related to sourcing and executing consultancy activities;
- (b) prepare and review proposals, and reports on consultancy and related services;
- (c) negotiate WHAT?, if selected (assistance from the bureau's manager may be sought when contractual commitments such as pre-financing of a project, insurance, bonds, etc. are required);

- (d) review the draft contract prior to its being signed by an authorized person;
- (e) keep databases of all consultancy activities undertaken by staff in their units;
- (f) prepare and submit reports to relevant authorities following the procedure laid out in this policy; and
- (g) support the monitoring and evaluation of all consultancy activities at their unit level.

5.4.10 Heads of Department

Heads of department shall:

- (a) enforce the implementation of this policy in their units;
- (b) prepare progress reports on consultancy activities and submit them to their respective Principals/Deans/Directors;
- (c) ensure quality in the execution of consultancy assignments in their departments;
- (d) ensure that the revenue from consultancy activities is used according to the policy to support the operational budgets of their units;
- (e) ensure that University resources (other than personnel) used in executing consultancy assignments are compensated for accordingly; and
- (f) provide recommendations to register their consultancy assignments in CoNRIS.

5.4.11 Lead Consultants

The Lead Consultant shall oversee all the activities related to the entire consultancy project and shall:

- (a) prepare the expression of interest (EoI);
- (b) prepare technical proposals (TPs), if shortlisted;
- (c) undertake the assignment;
- (d) submit deliverables TO WHOM?;
- (e) through the relevant accounting offices, send invoices to clients, as per the agreed payment schedules and deliverables;
- (f) prepare and submit project completion/exit reports to the relevant offices, including to the signatory of the contract for the consultancy assignment concerned; and
- (g) process all financial transactions for executing the project and making consultancy-related remuneration.

CHAPTER SIX: OPERATIONAL GUIDELINES AND PROCEDURES

6.1 Promoting Consultancy Activities by all UDSM Staff

The University shall:

- (a) develop and implement programmes to raise awareness among its staff of consultancy activities, including individual, UDSM and societal benefits;
- (b) establish and monitor mechanisms through which senior consultants mentor junior, female and technical staff;
- (c) seek joint consultancy assignments with reputable firms and experts, including UDSM, retirees as a way of building the capacity of the University's staff;
- (d) use consultancy reports on registered assignments which have 'paid' institutional overhead costs for staff promotion purposes, according to the promotion criteria;
- (e) encourage the use of consultancy results in teaching and learning;
- (f) support the subscription of the staff and units to various portals and professional bodies, nationally and internationally (e.g., NeST, NEMC, UNDP);
- (g) define awarding criteria, award value and award processes on consultancy performance; and
- (h) increase the competitiveness of members of staff in the consulting business by ensuring that they are registered with various professional bodies in coordination with the relevant units or bureaus.

6.2 Building the Capacity of UDSM Members of Staff

The University shall:

- (a) hold training sessions on a variety of consulting topics, including report writing, proposal writing (including letters of interest and the writing of suitable CVs), team building, negotiations, contract management and any other general consultancy training skills;

- (b) engage the relevant departments or bureaus to provide training programmes and certification to staff for the specific, technical skills gained;
- (c) monitor the gender ratio in consultancy assignments and encourage junior staff members' participation in training programmes; and
- (d) create and acquire essential facilities, software and equipment needed to carry out consulting activities.

6.3 Marketing and Branding of the University's Potential to Do Consultancy Work

The promotion of UDSM's consultancy potential shall be done using various local and international platforms, including:

- (a) mainstream printing, and online and social media, including UDSM's website;
- (b) television and radio outlets;
- (c) exhibitions and trade fairs;
- (d) corporate social responsibility events; and
- (e) any other events approved by the DVC-Research.

6.4 Distribution and Use of Consultancy Revenue and Resources

6.4.1 Payments and Overhead Costs

- (a) The UCB shall operate both local and forex accounts, according to UDSM's financial regulations so that there is a timely management of funds.
- (b) All payments shall be paid to the UCB account and institutional overheads shall be remitted to UDSM using Government control numbers.
- (c) All funds shall be spent according to UDSM's financial guidelines and the expenditure is subject to auditing. The UCB shall ensure that the received consultancy funds are distributed within seven working days since being received from the client.
- (d) Consultancy rates shall be charged according to UDSM's approved rates (Appendix A4) or as may be agreed upon in the relevant contract.

- (e) All University consultancy projects/assignments shall be liable to payment of overhead costs. The gross income is the total contract value that is inclusive of taxes. The net income is the income that remains after Government taxes have been paid.

The total institutional overhead costs charged on consultancy projects/assignments shall be 20 percent of the net income; 80 percent is for paying consultant fees and direct costs. The net income, which includes institutional overhead costs, shall form the final charge-out to the clients, from the amount after taxes, as shown below.

Table 2: Institutional Overhead Cost Calculation Formula

Net income	X
Institutional overhead costs	20%.X

This means the institutional overhead costs shall be embedded in the total project cost to the client, as shown in the following formula:

$$\text{gross income} = \frac{\text{direct costs} + \text{honoraria}}{0.8}$$

- (f) No institutional overhead costs shall be charged on UDSM's internal consultancy activities.
- (g) The Vice-Chancellor and Principals of the Constituent Colleges may grant a reduction or a full waiver of consultancy-related institutional overhead costs that are below the stipulated 20 percent of the gross income.
- (h) In the case of projects which involve using UDSM's equipment and machinery, machine charges shall be imposed, in addition to the 20 percent overhead cost. The rate of machine charges shall be either a lump sum of up to 15 percent of the net income or an amount calculated on the basis of a hourly rate, depending on the extent of use of the machine/equipment in the project.

To factor in machine charges in the gross income, the authority shall use the grossing-up formula.

- (i) The total institutional overhead costs charged on continuing education/short courses shall be 20 percent of the gross income; the remaining 80 percent shall be for resource persons and direct costs.

6.4.2 Sharing of Consultancy Income

- (a) A uniform formula for sharing consultancy income shall be used across the University, regardless of the entry point of the project or where the project was executed.

Table 3: Sharing of UDSM Consultancy Income

	Unit	Share
I	Consultant(s) – direct costs and honoraria	80%
Ii	University/Constituent College	8%
iii	UCB	2%
iv	Colleges/Schools/Institutes/Faculties	2%
v	Departments	4%
vi	Bureaus	4%

- (b) Upon approval of the reduction of institutional overhead costs, as per section 6.4.1 (g) above, the adjusted fees shall be computed in similar proportions, as stipulated in the above Table 3.
- (c) Unless agreed otherwise by the team, the allocation of the fees to various units shall be done on a prorata basis, considering the composition of the consultancy team, project hosting and facility use.
- (d) In the absence of a unit bureau, the share for the bureau shall be allocated to the relevant College/School/Institute.
- (e) In the Constituent Colleges, the share for the UCB shall be allocated to the relevant College's directorate responsible for managing consultancy assignments.

- (f) The institutional overhead share allocated to various levels must be used and spent according to UDSM's financial guidelines and subject to auditing. A minimum of 60 percent of the resources shall be used to support the core functions of the University such as improving the acquisition of consultancy assignments and facilities, capacity building, management, M&E of consultancy assignments, research and teaching in the relevant units and bureaus. Units may use up to 40 percent of the funds to remunerate the staff supporting implementation of consultancy activities at various levels.

6.5 Promoting Disclosure and Guiding Ethical Practices on Consultancy

Issues related to Anti-Bribery, Intellectual Property, Conflict Resolution, non-disclosure and falsified disclosure of consultancy activities shall be dealt with UDSM as follows:

6.5.1 Anti-Bribery Policy as Related to UDSM Consultancy Services

Any expression of interest (EoI) or any technical proposal (TP) submitted to the client, whether solicited or unsolicited, must contain UDSM's Declaration of Anti-Bribery, as per the Procurement Act provisions, and must be fully signed by the head of the relevant unit, as shown in Appendix A3.

6.5.2 Intellectual Property

- (a) The Intellectual Property Management Office (IPMO) shall approve the use of UDSM IP material in a consultancy project during the proposal writing stage.
- (b) Any intellectual property generated during the execution of a University consultancy assignment other than the copyright created specifically in the course of reporting to the external client shall be shared between the client and the University, unless it is otherwise agreed in the consultancy agreement.

6.5.3 Conflict of Interest

Employees who undertake unregistered, outside consulting activities, or other income generating activities that are unrelated to their work at the University and do not appear to have any negative effects on the University should ensure that such activities:

- (a) are not undertaken during the employees' normal working hours;
- (b) are not undertaken on the University premises;
- (c) do not otherwise interfere with the employees' job performance;
- (d) do not involve the use of any University resources;
- (e) do not reference the University or the employees' employment with the University for promotional purposes;
- (f) do not provide goods or services to the University; and
- (g) do not involve providing services outside the University, individually or through an entity with which the employees are affiliated, which are similar to their job responsibilities at the University.

6.5.4 Conflict Resolution

All conflicts related to consultancy projects shall be resolved through the following:

- (a) The project team
- (b) A bureau or unit without a bureau
- (c) The UCB
- (d) The University Legal Unit (Office of the CCC&STC), especially if the matters involve contractual obligations
- (e) In all cases, contract provisions regarding conflict resolution must be clearly understood before a contract is signed and then followed if a conflict occurs.

6.5.5 Failure to Disclose or Obtain Approval of a Consultancy Project

- (a) Failure to disclose or obtain approval of a consultancy project shall lead to disciplinary measures being taken against the lead consultant or private consultant.

- (b) The University staff disciplinary procedures shall be followed in disciplining the member of staff responsible.

6.6 Strategic Collaborations in Consultancy Activities and Government-Commissioned Assignments

Consultancy projects can be sourced by the UCB, the unit-level bureaus or individual members of staff, where necessary in collaboration with retired members of staff or external organizations.

6.6.1 Joint Ventures and Sub-contracting in Consultancy Activities

- (a) Consultancy activity-lead consultants, unit leaders or bureau leaders shall be free to propose to the UCB collaborations with any counterparts who are important in complementing their expertise while executing consultancy assignments.
- (b) Decisions to subcontract University consultancy assignments shall be approved by the designated consultancy signing authorities upon client's request. Justifications on lack of internal capacity to undertake such tasks shall be provided.
- (c) For any joint venture or sub-contracted consultancy assignment in the name of UDSM, the University's share of the assignment shall not be less than fifty percent.
- (d) The associates shall be fully vetted by the UCB and the University legal unit (Office of the CCC&STC) in relation to their suitability and reputation.
- (e) The associates shall be required to adhere to the provisions of this policy, including all the matters related thereto.
- (f) The sourcing of strategic consultancy assignments with substantial institutional benefits shall be coordinated by the UCB in a manner that avoids multiple bids being submitted to the relevant client(s).
- (g) The submission of consultancy bids to clients by UDSM bureaus and units shall be reported to and recorded by the UCB for harmonization.

6.6.2 Government-Commissioned Assignments

- (a) CONRIS shall be configured in such a way that it accommodates assignments with waived institutional overhead costs.
- (b) UDSM members of staff who are engaged in Government-commissioned assignments should consider the state of teaching and other core functions of the University in the relevant departments.
- (c) The contractual agreement shall be based on official communications from the relevant government authority, which shall specify all of the conditions pertaining to the assignment(s).

6.7 Consultancy Liability

- (a) The University of Dar es Salaam shall only be held accountable and liable for a consultancy work that it has approved or signed a contract on.
- (b) The University shall encourage its members of staff to use the CCC & STC to vet their contracts and, where possible, undertake consultancy assignments under an institutional umbrella.

6.8 Consultancy Project Management

6.8.1 Consultancy Project Inception Framework

The inception and execution of consultancy projects shall follow the following procedure:

- (a) If the project entry point is a Department, College, School or Institute,
 - (i) those implementing it shall report it to the relevant consultancy bureau;
 - (ii) the bureau shall make follow-ups on the registration and approval of projects in CONRIS.
 - (iii) The relevant unit shall then constitute a team to undertake the assignment.
- (b) If the project entry point is a unit which does not have a consultancy bureau, the unit shall report the project to the UCB.
 - (i) The unit shall then constitute a team to undertake the assignment.

- (c) If the project entry point is the UCB,
 - (i) The bureau shall identify and inform a relevant bureau or unit to undertake the project. In case the project requires expertise from units without consultancy bureaus, the UCB shall inform the relevant units of the project.
 - (ii) The UCB shall be responsible for such a project from start to finish, ensuring quality and timely delivery of the output.

6.8.2 Registration of Consultancy Assignments

- (a) All lead consultants/members of staff should register their consultancy assignments using CONRIS (<https://conris.udsm.ac.tz>) prior to undertaking any consultancy assignments at the University.
- (b) Prior to the registration of any private consultancy assignments, the Office of the CC&STC/Legal Unit shall review and approve the respective contracts.
- (c) The registration process should be done in consultation with the heads of the respective units, where the signed contracts or other relevant documents mentioned in this policy shall be attached.
- (d) The UCB manager shall approve a request for registering a project within two days if all the details conform to the requirements in this policy.
- (e) For controlling purposes, CONRIS shall assign all projects appropriate codes (registration numbers). The codes shall, among others, bear information about the University, the name of the project executing unit and the year of registration (Appendix A2).
- (f) A consultancy registration certificate shall be issued in the system for projects that have been approved.

6.8.3 Coordination and Management of Consultancy Finances

6.8.3.1 Expenditure of Consultancy Funds

- (a) The University's financial system and CONRIS must be synchronized to improve the collection and monitoring of institutional overhead costs.
- (b) Approval of expenditure of consultancy funds (80 percent) must be given by the UDSM financial management system as per the budget accepted by the client. Where the contract is silent about spending rates, UDSM's financial regulations shall apply.

6.8.3.2 Taxes

- (a) All taxes shall be in keeping with the country's attendant tax laws and UDSM shall operate within the current tax regime.
- (b) A statement should be included in project proposals stating that UDSM is tax exempted.

6.8.3.3 Insurance and Professional Indemnity

- (a) The consultancy activities undertaken through the University's units such as the bureaus and Colleges/Schools/Institutes shall obtain insurance cover through the University's policies whenever required to do so. The Bursar and DPS shall advise the UDSM Management to approve the insurance and professional indemnity cover for strategic consultancy projects.
- (b) The University's members of staff who engage in private consultancy activities should accept full responsibility for the performance of the activities and shall not receive any protection from the insurance available to the members of staff of the University in the normal performance of their contractual duties.

CHAPTER SEVEN: MONITORING AND EVALUATION

7.1 Monitoring and Evaluation Tools

The following tools shall be used in monitoring and evaluating registered consultancy activities:

- (a) Declaration and registration: Contracts and their clauses, and registration certificates
- (b) Operations: Management quarterly reports, various kinds of clearance to provide consultancy services, including travel permits
- (c) Finances: Financial statements, audit reports, individual or unit remittances of consultancy revenue to the University and the financial report
- (d) Quality assurance: Customer satisfaction surveys, academic promotion reports, project-specific client correspondence

7.2 Reporting Framework in Monitoring and Evaluation

To improve the performance of a consultancy activity, the University, through the UCB and the QAU, shall:

- (a) monitor the progress of consultancy activities and provide advice on the same (Appendix A1);
- (b) devise tools for monitoring consultancy activities;
- (c) liaise with the Director of Finance to monitor the payment of consultancy fees;
- (d) on a triennium basis, conduct consultancy-related customer satisfaction surveys;
- (e) advise the Management on poorly done UDSM consultancy assignments;
- (f) advise the Management on defaulting consultancy clients through the UCB Manager and the Director of Finance; and
- (g) create a 'helpdesk' e-mail account and make it known to its consultancy stakeholders.

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- (x) Open University of Tanzania Consultancy Policy and Operational Procedures, 2015.
- (xi) Sokoine University of Agriculture Consultancy Policy, 2021.
- (xii) St. John's University of Tanzania Consultancy Policy, 2020.
- (xiii) The University Consultancy Policy and Operational Procedures (CP & OP) of 2017
- (xiv) University of Kigali Consultancy Policy, 2017.
- (xv) Natural Sciences Consultancy Bureau, 2020
- (xvi) Bureau for Industrial Cooperation OPPs

APPENDICES

Appendix A1: Consultancy Reporting Form (To be filled by the Lead Investigator)



UNIVERSITY OF DAR ES SALAAM DIRECTORATE OF PUBLIC SERVICE PROGRESS REPORT ON CONSULTANCY PROJECTS

S/N	Project Title	
1	Project Registration Number	
2	College/School/Institute	
3	Department	
4	Client Name	
	Lead Consultant Name	
	Reporting date	
5	Gross Income (currency, Amount)	
6	Total/expected Overhead costs (currency, Amount)	
	Overhead cost paid during the reported quarter	
	Total overhead cost paid (currency, Amount)	
7	Expected project End date	
9	Total Amount of Funds Received	
6	Activities carried out until the Reporting Period:	
7	Overall Project Implementation Progress Report (Including Challenges)	

Appendix A2: Consultancy Registration Certificate

Certificate of Registration of Consultancy Project

UDSM-UCB/College/xxxxx

UNIVERSITY OF DAR ES SALAAM



CONSULTANCY PROJECT REGISTRATION CERTIFICATE

1. REGISTRATION NUMBER:	UDSM-UCB/College/xxxxx
1.1 Name of Consultancy Project	
1.2 Client	
1.3 Lead Consultant	Name
1.4 Other Consultant(s)	1) 2) 3)
Project Start Date	yyyy-mm-dd
Project Completion Date	yyyy-mm-dd
Project Total Value	TZS xxx.cc

2. Distribution of Fees:	Amount Payable
2.1 UDSM (8%):	TZS
2.2 UCB (2%):	TZS
2.2 College (2%):	TZS
2.3 Bureau (4%):	TZS
2.3 Department (4%):	TZS
2.3 Consultant(s) (80%):	TZS

Name

Name

Coordinator, UDSM Consultancy Bureau
Date: yyyy-mm-dd

Director, Public Service
Date: yyyy-mm-dd

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Appendix A3: UDSM Anti-Bribery Policy



OF THE UNIVERSITY OF DAR ES SALAAM

UDSM 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).

UDSM believes that integrity and fair dealing are essential assets of the company and this should be reflected in all activities. Each UDSM Consultant has a responsibility to ensure that UDSM will not get involved in corruption. The sanctions for neglecting this duty are described in the University of Dar es Salaam Code of Conduct. 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 UDSM 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

- UDSM consultants are expected to conduct UDSM business in a legal and ethical manner. UDSM 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.
- UDSM 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
- UDSM 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
- UDSM 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
- All payments and benefits to, and engagements of, government officials, parastatal organisations, professionals organisations, non-governmental organisations (NGOs) as well as other community based organisations (CBOs) must be properly recorded in the UDSM books and records.

Appendix A4: UDSM Consultancy Rates

UNIVERSITY OF DAR ES SALAAM



UNIVERSITY CONSULTANCY BUREAU

CONSULTANCY RATES AS FROM JULY 2015*

(RECOMMENDED DAILY FEES RATES IN US\$)

Corporate/Institutional Consultants

Years of Experience	Experience 0-5 years	Experience 6-10 years	Experience >10 years
1. Top Class Professional Consultants with PhDs	440-520	540-590	620 or more
2. Senior Consultants with PhDs	360-420	450-490	510 "
3. Consultants with Master's Degrees	260-310	320-350	370 "
4. Consultants with Bachelor's Degree	190-220	230-260	270 "
5. Other Categories of Consultants	130-150	160-170	180 "
6. Research Assistants	110-130	130-140	150 "

** These rates have been used by National and International Organizations. The rates are subject to negotiation. They are a mean range and they are indicative. Minimum rates are a starting point and can increase, depending on the competence demanded and provided. Some of our consultants have won consultancy assignments with fees much higher than the rates above.*

The UCB will keep you posted on any subsequent changes. Kindly feel free to call the Director, UCB, on 2410410, or to e-mail him: ucb@udsm.ac.tz

