

ST JOHN'S UNIVERSITY OF TANZANIA



TO LEARN TO SERVE

CONSULTANCY POLICY

A HAND BOOK

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APPROVAL OF CONSULTANCY POLICY

The Consultancy Policy was approved by the
Governing Council of St John's University of
Tanzania on

Signature.....

Date.....

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DEFINITION OF TERMS

Consultancy

A consultancy is work done for an external organization, and for which the organization pays a fee for work done by the project leader. All Consultancies are subject to the SJUT policy on consultancy.

Institutional Consultancy

An Institutional Consultancy is a consultancy where the agreement is between SJUT and the client.

1 BACKGROUND

Consultancy is one of the key functional area of the University that contribute to the University and National development. The university recognizes the academic profile of its staffs inherent of expertise. Putting that expertise into consultancy is both rewarding and developmental to the local and global universities.

St John's University of Tanzania recognizes the link between its core functions and the national development agenda. Specifically, the consultancy services are infused into its Strategic Plan approved by the University Governing Council and the operational plans also approved by the university governing council. The shared goals and strategic implementation constitute to the national development. The consultancy guidelines lead towards formulation of important institutional framework under which all consultancies will be carried out. Further, the consultancy guide has the monitoring element of seeing that consultancies are well coordinated and conducted efficiently, professionally and ethically. Specifically, schools, faculties, institutions, academic departments, and other institutional structures operate under the umbrella of the university. Also staff (permanent or on contract) that are active in teaching, research, administration and provision of leadership to the core functions of the university. These are supported by infrastructures, learning resources, government/institutional set up, information dissemination structures and social amenities belonging to the university.

1.1 Benchmarking

SJUT sought for benchmarking in order to identify methods of improving operational procedures and efficiency leading towards redesigning the current policy to improve performance. Through the process, the institution would be in a better position than before to identify and utilize its capabilities most critical for building a strategic advantage.

2.0 OBJECTIVES OF CONSULTANCY GUIDELINES

This Consultancy policy guidelines aims at achieving the following goals:

- (i) To search and deliver high quality, customer driven consultancy services;
- (ii) To achieve sustainable generation of income for the University thus ability of the same to fund its activities, projects and programmes which would otherwise not be funded due to lack of funds;
- (iii) To motivate members of staff to be more aggressive in soliciting consultancy service opportunities hence to enhance their practical experience in their respective fields;
- (iv) To facilitate equal opportunities for all faculty members with an emphasis on gender equity;
- (v) To link consultancy with the teaching and research functions; and
- (vi) To guide the operationalization of consultancy activities at the University.
- (vii)** To contribute to Community development through delivery of professional services.

3.0 SPECIFIC GOALS

- (i) Encourage SJUT staff to engage in consultancies for the benefit of the university and individual consultants.
- (ii) Provide a framework for the range of consultancies undertaken under the University name, service, facilities, space, equipment, intellectual property, and paid work time.
- (iii) Facilitate negotiation and entry into contracts with potential clients while considering benefits to the university and staff consultancies.
- (iv) Provide guidance to staff wanting to undertake consultancy on how the assignment can be undertaken using the university name, space and properties.
- (v) To certify that the interests of the university are protected and that its teaching and research are enriched through consultancy

4.0 CONSULTANCY STRATEGIES

In order to achieve the above objectives, the following strategies shall be adopted:

- (i) Building academic staff capacity (professional knowledge and skills) in undertaking short courses and consultancy assignments;
- (ii) Offering high quality consultancy to industry (commerce, central and local governments and the private sector at large);
- (iii) Generating income by charging competitive fees so as to gradually enable the University to become more self-sustaining financially;
- (iv) Ensuring steady growth of consultancy activities;
- (v) Continuously identifying new markets for consultancy to be undertaken by the University;
- (vi) Coordinating and facilitating multi-discipline team building among the faculty members in undertaking consultancy assignments taking into account gender issues.
- (vii) Coordinating the formation of promotion teams for making promotion tours to Institutions, Government Ministries and Agencies;
- (viii) h) Forging professional collaborations with consulting firms and outreach programmes in an effort to penetrate new markets such as SADC and EAC in the areas consultancy services delivery
- (ix) Ensuring proper documentation and use of consultancy materials in training and research activities by academic staff i.e. developing case studies for training, generating ideas/ areas for research etc.

5.0 POLICY GUIDELINES STATEMENTS

- (i) Due to the value attached to consultancy and other work for external bodies, the university shall provide supportive arrangements through which such work can be undertaken.

- (ii) The university shall provide professional indemnity insurance to a member of staff undertaking consultancy work for other external bodies as defined by the policy, provided that prior approval for the work has been granted by the university and that the agreement or contract to undertake the work is between the university and the external body. The university disclaims all liabilities of negligence, malpractice or lack of professional ethics.
- (iii) The university shall observe consultancy standards related to external bodies' contract terms and conditions for reasons of good governance, simplicity and efficiency. Such contract terms and conditions are subject to acceptance on behalf of the University by a person authorized by the university to accept contracts.
- (iv) Consultancy activity may not be approved where there are other constraints on the member of staff's time availability or where it is not in the best interest of the university to undertake such activity at that time.
- (v) No academic staff of St John's University will be permitted to engage in consultancy work as a private consultant unless such a person is on leave, in which case he/she will be required to indemnify the university should any costs, claims, damages or incurred expenses happen. The individual will not be considered by the Professional Indemnity Insurance or any other insurance provided by the university and must ensure that there is no interference with or compromise of their contractual responsibilities to the university. In addition, the individual staff will be responsible for declaring any income from such work on all relevant tax return, insurance, interest or penalties payable in connection with work. Further, the university's name and /or endorsement (including the use of headed paper, university business cards, and other branded materials) cannot be used in connection with consultancy activities done on individual basis.

6.0 TYPES OF CONSULTANCY

6.1 Corporate consultancies: These are consultancy contracts that bidding is done and won by the university. The SJUT employee engages the client on behalf of the university. In most cases it is in terms of research that can be taken for a year or more and coordinated by the university.

6.2 Private consultancies: One that the university employee engages on private basis that is without engagement of the university. This can be in terms of using the name of University, time, (can be conducted during annual leave), or properties like computers, printing services, headed papers, a support letter from the university etc.

6.3 Public services that are not consultancies: Staff at SJUT can offer services to public that are not part of consultancy including:

- (i) External examinations

- (ii) Member of professional national and international bodies
- (iii) Research assessment panel by other higher learning institutions

7.0 PRINCIPLES AND GUIDELINES FOR CONDUCTING CONSULTANCY

While conducting consultancies, the staff of St John's University of Tanzania will be guided by the following principles:

- (i) During all the time of conducting consultancy assignments, consultant(s) will stand for the university in case of any conflict of interest.
- (ii) Consultants will reimburse the University for the use of university properties such as vehicle, money, and staff following specific property's framework.
- (iii) At all the time the image of St John's University of Tanzania should be protected against litigation or any other actions that will tarnish its image caused by the client or consultant during the course of conducting consultancy assignment.

The following guidelines will apply to all staff engaged in consultancy assignments at St John's University of Tanzania.

- (i) For corporate consultancies, the agreement will be between the university and the client organization i.e. it shall require written approval from the VC or designated official before any commitment is made.
- (ii) A formal agreement for the said corporate consultancy shall be endorsed by the VC.
- (iii) Consultancy shall not interfere with the commitment and efficiency in teaching and research.
- (iv) All academic staff at St John's University of Tanzania will be required to obtain permission from their school deans, directors or principals before leaving the University for Consultancy Assignment.
- (v) Fees are charged for all consultancies that involve the university.

8.0 COSTING OF CONSULTANCIES

- (i) The cost of conducting consultancy assignment shall depend on the particular type of consultancy as well as the prevailing market values.
- (ii) It is important to cost properly and realistically all assignments.

All consultancy fees shall be charged 20% institutional fee paid to the university. The 20% fee will be paid after excluding money paid for logistics. The above 20% institutional fee shall be divided to different units of the university as follows:

	Percentage
(i) Consultant's host department	30
(ii) School/Faculty/Institute/Centre	20
(iii) Consultancy services	30
(iv) SJUT finance directorate	20

For corporate consultancy, the institutional fees will be negotiated between the University and the client. The university management agrees on remuneration to consultants engaged in this assignment. All consultants will be required to submit a report at the end of their work to the DRIC.

Unless stated otherwise, all non-consumable items from consultancy assignments will be retained at consultant's host department. The following management cost items shall be considered during the consultancy assignment:

- (i) Professional fees;
- (ii) Secretarial services;
- (iii) Per-diems and transport costs for the consultants;
- (iv) Data analysis and report writing;
- (v) Administration costs (assignment administration; University utilities and facilities like computers, support staff and other general administration costs);
- (vi) Transport for consultants or pay mileage at market rate.
- (vii) Data extraction costs such as payments to data owners/sources e.g. online subscriptions so as to have access to certain data or important information for the consultancy
- (viii) If the University vehicle is used, it must be hired at the rate that will cover all applicable expenses including wear and tear (as prescribed in the SJUT Plant Policy).

9.0 PAYMENT PROTOCOL BY CLIENTS

Under normal circumstances, payment modalities will be as agreed in the contract between the University and the Client. This will most likely differ from one client to the other. However, it is important for the University to negotiate for a first payment that will cover the field expenses (re-imbursables) so that the assignment can be conducted smoothly. In situations where the University has the mandate to determine the payment modality, the client will be required to pay 50% of training /consultancy fee plus 100% of the re-imbursable costs prior to the commencement of the assignment payable to the Vice Chancellor, St John's University of Tanzania. The remaining 50% of the training/consultancy fee shall be paid immediately after the report has been submitted.

10.0 SIGNING CONSULTANCY CONTRACTS

Contract signing shall be guided by the St John's University Charter (2007), which prescribe that execution of contracts on behalf of the University shall be by the Vice Chancellor, or Deputy Vice Chancellor Academic (DVC (A) or Deputy Vice Chancellor Administrative, Planning and Finance (DVCPFA or such other Officer of the University as the Vice Chancellor may appoint on behalf by way of Delegation of Authority.

11.0 COLLABORATION WITH OTHER INSTITUTIONS/INDIVIDUALS

The University may collaborate with other institutions or co-opt individuals from other universities in a move to enhance its technical capacity needed to execute consultancy assignments. The collaboration shall be made by mutual agreement based on a Memorandum of Understanding (MoU) spelling out clearly the responsibilities of both parties in the assignment. The MoU should clearly specify which part will be the leader; how funds shall be received and how funds shall be shared.

12.0 CAPACITY BUILDING

In order to enable efficient, effective and hence successful implementation and operations of consultancies at SJUT, availability of well- trained and competent staff to bid and carry out consultancy assignments is one of the most critical factors. The Directorate of Research, Innovation and Consultancy shall identify training needs, design training programmes and delivery of training programmes. Such training programmes will be provided on regular basis.

13.0 OBSERVATION OF LAWS, REGULATIONS, POLICIES AND ETHICS

When engaging on consultancy assignments, all relevant national laws and University's regulations and by-laws shall be strictly observed. All SJUT consultants shall abide by the "statement of ethics and/or anti-corruption of the University" be it private or formal contract works. Staff shall as well as observe the same in all consultancy assignments during bids. It is prohibited for any SJUT staff to solicit and implement a consultancy assignment using the University name on individual/ personal basis i.e. without informing the University. If such a person is found, such a staff shall be punished under relevant Public Service Regulations as well as SJUT Staff Rules and Regulations.

14.0 INTEGRITY AND QUALITY CONTROL OF CONSULTANCY PROJECTS

Quality control shall be the guiding factor of every consultancy assignment undertaken by the University, starting from schools, faculties, institutes, directorates and campus colleges.

- (i) URCC shall have the overall final responsibility on the quality of all Consultancies undertaken by University staff.
- (ii) This responsibility shall be fulfilled through the URCC Chairperson in consultation with its committee members.
- (iii) The URCC Chairperson shall have the responsibility of assuring that each consultancy projects complies with the SJUT Guidelines for Monitoring and Evaluation of Consultancy Services.

The following guidelines shall be observed:

- (i) Whenever necessary, research clearance (in relation to corporate consultancy), shall be obtained from the Institutional Research Clearance Committee or the Zonal Research clearance centre.
- (ii) Consultants will be required to observe strictly ethical and integrity standards especially in financial matters.

- (iii) Junior consultants will be required to work with senior experienced consultants in order to share experience and maintain the reputation of the institution.

15.0 MARKETING STRATEGY

SJUT's marketing potential may be limited by lack of updated consultancy profile that facilitates bidding, marketing and the advertising of University capacities and capabilities within and outside the country.

There is need to consider inadequate mechanism to capitalize on the changing needs and opportunities for consulting, align with market/customer characteristics and preferences. The amount of consultancy projects at the University is also affected by the lack of a strong network with other consultants both inside and outside the country.

SJUT shall pursue/adopt a competitive marketing and strategic orientation of its consultancy capabilities.

15.1 Strategic approaches:

- (i) To put on board a system for exploring consultancy opportunities through respective consulting units.
- (ii) To set up mechanisms for enhancing the marketing skills of staff members and
- (iii) Establish a system for fore-sighting upcoming consultancy projects

15.2 Operational structures

- (i) Staff members should equip themselves with entrepreneurship skills to enhance their marketing skills
- (ii) SJUT shall set up a system for identification of new consultancy assignments in the country and beyond
- (iii) Through national and international exhibitions, SJUT shall continue promoting its consultancy capabilities of the University
- (iv)** SJUT shall engage with other consultants to form a strong bidding team.

15.3 The consultancy structure shall be managed by a team of three:

- (i) The Director of Research Innovation and Consultancy (DRIC) who will report on two levels, that is submitting reports to the DVCA. The URCC has a gate keeping role as far as consultancy projects are concerned. The DRIC keeps all documents of the projects, makes follow up of payments and upon advice from the URCC, carry out funds disbursements as per policy.
- (ii) The University Research and Consulting Committee Chairperson (URCC) who will on behalf of the committee members, consider quality of the submitted project proposals and approve for field work to begin.
- (iii) The Consultancy Professional Team Leaders located in each school/faculty/institution. Their role is to receive consultancy projects from DRIC, liaise with all involved stakeholders on multifactorial basis and assign the assignment to the responsible professional staff to work on it.

- (iv) At the departmental levels, we have consulting units headed by one of the professional consultants. They work under supervision of the schools/faculty consultancy leaders. That is they receive instructions from the school/faculty leaders and then plan and execute the field work and finally write technical reports and submit to the responsible Project Team Leader.

16.0 MANAGEMENT STRUCTURE

The Directorate of Research, Innovation and Consultancy shall have the following roles:

- (i) Promotion and marketing of SJUT capability as deliverers of high-quality consultancy and in the country and beyond;
- (ii) To coordinate all consultancy activities at SJUT
- (iii) Receiving assignments on behalf of the University and directing them to the appropriate School/Faculty/Institute/ Directorate/ Campus Colleges;
- (iv) Ensuring that all expressions of interest; proposals and reports on consultancy as submitted to the clients must meet the University standards and approved by URCC chairperson.
- (v) Coordinating and monitoring the implementation of all consultancies undertaken by the University;
- (vi) Communicating consultancy opportunities and those undertaken to all organs of the University using multiple channels including posting them on the University website on weekly, monthly, quarterly and annual basis;
- (vii) Monitoring the net income generated through each consultancy assignment;
- (viii) Proposing, with supporting evidence, about all faculty and administrative staff who deserve special achievement awards each year.
- (ix) Documenting and archiving all consultancy materials in hard and electronic form for future use and where appropriate keep the copies of materials in the SJUT Library.
- (x) Convene and facilitate University-wide consultancy coordination meetings with link persons from School/ Directorates/ Faculties and Campuses.
- (xi) Advise the DVCA on technical issues in order to determine viability of undertaking consultancy services in line with SJUT capabilities, availability of time as related to other resources and maintenance of the university image.
- (xii) Will be the secretary in all meetings pertaining to consultancy issues within and outside the university.

ADMINISTRATION OF CONSULTANCY SERVICES

Figure 1. Administration of consultancy services

17.0 EXECUTING CONSULTANCY SERVICES

Within the University structures, the procedure of handling all received consultancy projects shall follow the recommended process (figure 2).

STRUCTURE OF EXECUTING CONSULTANCY SERVICES

Stage 1: DRIC

Stage 2: PC Leader

Stage3: UCCR Chair

Stage4: Vice Chancellor

Stage5: PC Leader

Stage6: DRIC

Stage7: PC Team Leader

Stage8: PC Leader

Stage 9: PC Leader

Figure 2. Strategies for sustaining consultancy services at SJUT

18.0 OUTSOURCING FUNDS

Given the budgetary constraints from the central administration office, it is important to look for other dependable sources of funding which will supplement the university income over an extended period. This challenges the consultancy unit within the DRIC to be sustainable in generating revenues. The following strategies should be applied by the university:

- (i) The university to encourage teamwork in consultancy activities and therefore the DRIC responsible for consultancy shall be given the authorization to draw experts from various disciplines of the university to undertake various consultancy assignments.
- (ii) The DRIC shall conduct training sessions to SJUT staff in order to empower them to undertake consultancy services
- (iii) St John's University of Tanzania should brand itself to the society. What professional capacities can the university offer? For example, we have Health Allied Services as well as center for Languages (English and Kiswahili). The clients will buy our services because we have identified ourselves.
- (iv) The DRIC responsible office for consultancy shall ensure quality outputs in its services. This will be established through meeting client's deadlines, providing value for money assignments, maintaining a good relationship with customers, emphasizing on customer care and satisfaction and flexibility in service delivery in terms of time, location, meet customer demands etc.
- (v) Short-term consultancy training workshops will be highly encouraged.
- (vi) DRIC shall encourage its academic staff conducting consultancy work to adapt to point system accumulated from consultancy services in order for them to be considered for promotion from one level to another within the teaching scheme.
- (vii) DRIC shall be aggressive in soliciting consultancy assignments by collaborating with members from outside as well as inside the university.
- (viii) The DRIC shall prepare a databank of its expert to choose from various consultancy activities. This will enable the university to know the capacity of its staff in doing consultancy services. It will as well be able to identify competent resource staff who can perform certain tasks for particular assignments. Such databank shall be updated periodically.
- (ix) The SJUT management shall encourage academic senior staff to involve themselves into consultancy assignments by allocating them time for consultancy activities.
- (x) Explore professional collaboration with consulting firms and outreach programmes in an effort to penetrate new consultancy markets in the SADC and EAC areas.

- (xi) Coordinating the formation of promotion teams to visit Institutions, Government Ministries and Agencies

19.0 ROLES OF SCHOOLS, FACULTIES, INSTITUTES AND DEPARTMENTS

Under the coordination of DRIC, all Schools, Faculties, Institutes and Departments will be responsible for:

- (i) Promotion, solicitation and organization of consultancy activities in their areas of professions and profiles
- (ii) Ensuring effective involvement of all capable staff in consultancy activities;
- (iii) Appointing consultants for consultancy assignments;
- (iv) Ensuring delivery of high-quality services by those appointed to undertake consultancy assignments through close supervision;
- (v) Providing reports on solicitation and implementation of consultancy on weekly, monthly, quarterly and annual basis; and
- (vi) Documenting and archiving faculty/school specific consultancy materials.

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