

# SOKOINE UNIVERSITY OF AGRICULTURE



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## CONSULTANCY POLICY, 2021

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Approved by the 163<sup>rd</sup> SUA Council Meeting held on 24<sup>th</sup> June 2021

## **FOREWORD**

Consultancy is one of the principal mechanisms by which universities transfer and apply knowledge for the public good. In provision of technical consultancy services, they make knowledge available by offering specialist opinion, by advising on technical issues, and by solving problems for external bodies. This contributes to the growth of the economy and to the needs of society more generally. Consultancy is a prime example of “outreach” activity, through which the University promotes and supports productive interaction with public and private sectors.

Sokoine University of Agriculture (SUA) permits members of academic and supporting staff to engage in external consultancy activities in order to expand and maintain their professional competence, keep abreast of developments and innovation in business and the professions, and to support the country economy and enhance the reputation of the university by sharing the university’s scientific and academic knowledge with the business community and the professions.

Consultancy has been identified as a means to create resources which can aid the development of the core activities of the University, particularly Research. However, while the University recognises the benefit of such activities, it is also committed to ensuring that they are conducted in a professional way and consistent with the principles of openness, trust, and free enquiry that are fundamental to the autonomy and well-being of the University and the responsible management of the University's business.

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Vice Chancellor

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## ACRONYMS AND ABBREVIATIONS

ABCONSULT	Consultant Unit in the School of Agricultural Economics and Business Studies
BACAS	Bureau of Agricultural Consultancy and Advisory Services
BRELA	Business Registration and Licensing Agency
CBO	Community Based Organization
CoSECONSULT	College of Science and Education Consultancy Unit
DPRTC	Directorate of Postgraduate Studies, Research, Technology Transfer and Consultancy
FORCONSULT	Consultancy Unit in the College of Forestry, Wildlife and Tourism
NGO	Non-Governmental Organization
SUA	Sokoine University of Agriculture
SUACONSULT	Sokoine University of Agriculture Consultancy Unit
SUAVET CONSULT	Sokoine University of Agriculture Veterinary Consultancy Unit
TANePS	Tanzanian National e-Procurement System
TIN	Taxpayer Identification Number
TRA	Tanzania Revenue Authority
VAT	Value-added tax

## DEFINITIONS OF TERMS

**Client:** The provider of a consultancy assignment to a consultancy firm or individual staff members. This can be the government, government institutions, Non-Governmental Organizations (NGO's), International Organizations, individual, private business people etc.

**Consultancy Assignment:** Is a short/medium term assignment in which a consultancy firm enters into a contract with a client at agreed terms and conditions. Consultancy assignment in this policy shall also include short courses, customer tailor made programmes and contract research. It is a task specific professional service provided to the clients by an individual, consulting group or University-wide multidisciplinary team at a fee.

**Consultant:** is an eligible member of University staff who seeks to engage in consultancy.

**Consulting:** is any part of knowledge transfer that arises where knowledge and expertise can be deployed successfully for financial benefit.

**Policy:** is the guide to decision making, and limits within which decisions can be made.

**University:** refers to the Sokoine University of Agriculture (SUA)

**University Consultancy:** is defined as a contractual arrangement for the provision by SUA through its consulting units, or an employee or group of employees of SUA, of defined professional services other than research based on the client's articulated need, to a client (external party) using University's space, equipment, services, facilities and/or staff time, in return for a fee or some other form of remuneration. Such engagement with outside parties is regarded as part of normal academic duties.

**University staff:** is an employee of SUA who can be engaged on permanent, short- or part-time contract basis.

# CHAPTER ONE

## BACKGROUND

### 1.1 Introduction

Sokoine University of Agriculture (SUA) was established on 1<sup>st</sup> July, 1984 by Parliamentary Act No. 14 of 1984 through the amendment of Parliamentary Act No. 6 of the same year. Following repealing of the Act, the University is now operating through the SUA Charter, 2007, in the broad framework of the Universities Act, 2005.

In executing its vision and mission, SUA remains to provide competitive services in four major domains namely teaching, research, extension services and consultancy. Indeed, SUA is perhaps the richest among the universities in East, Central and Southern Africa with regard to the well-trained staff in the fields of agriculture, forestry, veterinary medicine and other allied sciences. The University is endowed with resources to undertake its vision and mission needless to say that they may not be enough as needed.

SUA's main mandates are teaching, research and offering outreach and consultancy services to the community and public at large. For the last few years, SUA has been transforming in terms of organization and management structure. The idea behind all these changes is the fact that SUA needs to move and tap opportunities in this fast and dynamic economic environment in the national, regional and global level.

### 1.2 Consultancy Situational Analysis

Consultancy is one of the principal mechanisms by which universities transfer and apply knowledge for the public good. In provision of technical consultancy services, they make knowledge available by offering specialist opinion, by advising on technical issues, and by solving problems for external bodies. This contributes to the growth of the economy and to the needs of society more generally. Consultancy is a special branch of “outreach” activity, through which the University promotes and supports productive interaction with



governments, National and international organizations including NGOs and CBOs, business, industry and communities.

SUA is one of the leading agricultural universities in Eastern and Southern Africa. It is a land-based University with qualified and experienced professionals in agriculture, forestry, veterinary medicine, environmental and other allied sciences. SUA offers a huge potential to link and work with other stakeholders in public and private sectors to ensure that it becomes part and parcel of the economic development in Tanzania as heading to the upper-middle income country. If SUA is well positioned, it might become a pivot for changes in agriculture landscape and other economic sectors in Tanzania through its involvement and active participation in the economic development process. Another related strength that SUA possess in that regard is the presence of diverse expertise and professional skills among staff members who are capable of providing the needed professional support in various fields such as agriculture, forestry, veterinary services, environment, to mention but few. SUA has a wealth network with government and private institutions with good reputation and track record to clients for quality and timely delivery of consultancy outputs.

### 1.2.1 Governance and Administrative Structure

Currently, SUA has six consulting units housed within Colleges/Schools/Directorates including BACAS at the College of Agriculture, FORCONSULT at the College of Forestry, Wildlife and Tourism, and the SUAVET CONSULT at the College of Veterinary Medicine and Biomedical Sciences. Other units are SUA-ITCB at the Centre of Information and Communication Technology, ABCoNSULT at the School of Agriculture Economics Business Studies, and CoSECONSULT at the Solomon Mahlangu College of Science and Education. The units have been established to cater for diverse expertise possessed by members within respective Colleges/Schools/Directorates. BACAS and FORCONSULT are relatively older (established in 1991 and 1993, respectively) in terms of years in operation compared to the remaining consulting units. For the last four years, SUA, through its various consultancy units has managed to attract several assignments

servicing both local and international clients at private and public sector. However, there is a decreasing trend in terms of assignment numbers attracted by respective units annually. Reasons for such trend are failure to meet clients' requirements (e.g., being unregistered firm), increase of internal competition among consulting units, and individuals not registering their work with the respective Colleges/Schools/Directorates consulting units. With proper coordination and management of all consultancy work, assignments and services, there is foreseen increase in the number of consultancy assignments and income contributed by consultancy to SUA.

The administrative structure of College/Schools/Directorate consultancy units varies. Similarly, roles and responsibilities of consultancy units in Colleges/Schools/Directorates are unclear. Currently, most of the Consultancy units are overseen by a Coordinator who is appointed by the Principal/Dean/Director hosting the respective unit and approved by the Board of the respective College. There is no uniformity across the university in terms of other committee members within the Colleges/Schools/Directorate consultancy units. For instance, at FORCONSULT there are six committee members representing their departments within the College. These are nominated by the College Principal and approved by the College Board. However, such practice is not similar to other consultancy units. At BACAS for instance, there is a Unit coordinator and the assistant appointed by the Principal, with no representation from the departments. However, BACAS has employed a secretary and an accountant. At SUAVET CONSULT, there is only a coordinator appointed by the Principal. The variation in administrative structure of consulting units within Colleges/Schools/Directorates calls for the need to harmonize the governance and management structure of these units for smooth running of their activities.

During restructuring of the University, the then Directorate responsible for Consultancy was merged with the then Directorate of Research and Postgraduate Studies to form the current Directorate of Postgraduate Studies, Research, Technology Transfer and Consultancy (DPRTC). DPRTC is mandated to coordinate consultancy activities at the university level but most of consultancy assignments are conducted by the

college/school/directorate-based units. There are a number of challenges related to information and data capture as well as reporting as explained under section 1.2.4.

Although SUA attempted to establish a university-wide arm for consultancy (SUACONSULT) in 2000, this unit did not become operational. Failure to make SUACONSULT operational contributed to inability to have a university-wide financial management and accounting of funds received by SUA staff to offer consultancy services to various clients in and outside Tanzania. Furthermore, SUA has failed in some incidents to attract big consultancy projects that need multi-disciplinary approach to solve complex problems due to lack of centralized coordination of human resources and expertise. There is no record where units within the University have jointly bid for an assignment in order to tap the diversity within firms which is important especially when bidding for national and international tasks that requires diverse expertise.

There is also unnecessary internal uncoordinated competition among consultancy units when bidding for consultancy works since Coordinators of respective units lack clear mechanisms to communicate when submitting documents for tender consideration. Establishment of a Coordinating unit shall also help minimize internal uncoordinated competition that emanates from existing consulting units especially when bidding for assignments that require multiple expertise or when a single bid need to be submitted by an institution.

### 1.2.2 Registration of Consultancy Units

Consultancy activities at SUA are solicited and managed through the College/School/Directorate consultancy units that are not registered as business entities. This causes many challenges including failure to attract consultancies from the Government and other international entities that require only registered firms to bid for the assignments. The units not being registered under BRELA or TRA for TIN and VAT creates a room for evading payment of government taxes and raises some audit queries. Public procurement laws also require consultancy firms to register with TANEPS (Tanzanian National e-

Procurement System) in order to comply with procurement process. Since College/Schools/Directorate units are working under the umbrella of SUA, there is a need for a university-wide consulting unit registered for TIN and VAT as a separate tax paying entity and thus the need to revive SUACONSULT as a legally active consulting firm. SUACONSULT should support and avail consultancy opportunities to College/School/Directorate-based consultancy units

### 1.2.3 Data Management System

For the last five years, SUA through her various consultancy units has managed to attract several assignments serving both local and international clients. Individual consultants declare and register their consultancy activities in the respective consultancy units and the unit coordinator is responsible for all the records. The unit consultancy coordinator submits quarterly reports to the coordinator of Technology Transfer and Consultancy section in the DPRTC who then reports consultancy matters to the Senate Research, Innovation and Consultancy Technical Committee meeting and finally to the University Senate and Council meetings.

However, there is no guideline that requires individuals to register the undertaken consultancy activities. This weakness leaves room for non-compliance with registration which consequently creates vacuum of consultancy information as well as loss of income to SUA. Our past experience indicate that not all consultancy activities are reported through the University system from colleges through DPRTC to the Senate and Council; for those who comply their reports are not always timely. Currently there is no electronic data management system of SUA consultancies despite the fast growing technology. This leads to uncoordinated tracking of consultancies that SUA has managed to attract as well as the university portion from the consultancies carried out.

#### 1.2.4 Marketing of Consultancy Services

Sokoine University of Agriculture is yet to market effectively her consultancy potentials to clients both in public, private and, local and international agencies. SUA still operates inwardly and in very few occasions it goes out to interact with her key stakeholders to know what they need and how they see SUA. The Colleges/School/ Directorate consultancy units do not have marketing strategies. BACAS, FORCONSULT and SUA-ITCB maintain a webpage and are also linked with the main University website. The remaining consulting units (CoSECONSULT, AB-CONSULT and SUAVET CONSULT) maintain webpages but housed within respective Colleges/School. Except for AB-CONSULT webpage which has up to date information regarding their unit profile and activities accomplished, other consultancy units' webpages have not been properly organized and contain very old information. Majority, do not show the expertise/strength of the consultancy unit neither the accomplished tasks to date which are among the key indicators that clients consider when assessing potential firms for carrying out assignments.

Opportunities exist in the Communication and Marketing Department that was established by SUA in 2015 following restructuring of the University. This Department is best placed to coordinate all matters related to communications and marketing of the University including consultancies. The Department could therefore be used to promote and market SUA consultancy firm and Colleges/Schools/Directorates consultancy units. Consultancy units have not been part of various exhibitions which University participate to showcase her potential strength in terms of consultancy services. It is important these units be involved in such endeavors to market the University widely and be able to attract more assignments.

### 1.2.5 Financial Management and Accounting of Consultancy Funds at SUA

Sokoine University of Agriculture (SUA), through her College/School-based consultancy units, manages funds related to consultancy projects attracted by the units. Approval for release of consultancy funds is by two of the three signatories who are the Principal/Dean, coordinator and member of consultancy committee at the college/school. This mechanism was put in place to fast-track processing and availability of consultancy funds so as to ensure timely accomplishment of consultancy assignments as needed by clients.

Statistics available at SUA indicate that, on average, the consultancy services contribute 3,169,917.04 Tanzanian shillings to SUA income every year. Analysis from a 10-year period between 2010 and 2020 indicates that overall, there has been a decreasing trend on both the number of consultancy projects and amount generated as income to SUA.

Although the College/School-based consultancy units have been major sources of income generated from consultancy services, there are a number of challenges and problems related to the current situation. Due to lack of centralized financial accounting system, it is difficult to have university-wide monitoring of all funds received to offer consultancy to clients by SUA-based staff. The SUA Financial Regulations (2018) do not explicitly provide mechanisms for managing, accounting for and monitoring funds attracted by SUA staff in respect to offering consultancy services to national and international clients. The existing zonal structure within the Finance Department under the Chief Finance Officer (CFO) as well as finance control system at SUA do not provide for a desk/person dedicated to manage consultancy funds to ensure expedited availability of consultancy funds. This has, partly, contributed to most of the SUA-based staff to prefer channeling consultancy project funds through the College/School-based consultancy units. In addition, there is great variation between College/School-based consultancy units in terms of availability of competent human resources to manage consultancy projects funds. For instance, the oldest unit at the College of Agriculture (BACAS) has an Accountant who is part of the consultancy unit management team while other units at the College of Forest Wildlife and Tourism (FORCONSULT), College of Veterinary Medicine and Biomedical Sciences (SUAVET CONSULT), Solomon Mahlangu College of Science and Education (CoSECONSULT) and School of Agricultural Economics and Business Studies (ABCONSULT) entirely depend on the coordinator for financial management and accounting.

### 1.2.6 Benefit Sharing

SUA Income Policy (2001) and SUA Financial Regulations (2018) recognize consultancy services as one of various sources of income/funds to the University. There is no clear mechanism on how proceeds generated from consultancy services are distributed and utilized. Currently annual proceeds share from the units to the University varies from 5% to 10%. However, SUA income policy 2001 dedicated 30% of all proceeds generated from consultancy activities to be remitted back to the University.

### 1.3 Scope of the Consultancy Policy

This policy shall apply to all SUA staff (both academic and administrative) in institutes/colleges/school and related sections such as administration unit and library engaging in provision of consultancy services and any other person who offer such services using SUA identity and resources. Therefore, this policy will guide SUA in the conduct of consultancy services at all levels and across spectrum.

## **CHAPTER TWO**

### **POLICY JUSTIFICATION, VISION, MISSION AND OBJECTIVES**

#### **2.1 Justification**

One of the major challenges for government institutions is to keep in pace with changes emerging daily. The major reason for that is shortage of funds to finance various activities and development projects within the institutions. SUA is not an exception in that the University has been coping with changing business environment in a number of ways including hiring additional staff, launching targeted fund-raising activities, altering the academic structure by adding, or conversely by deleting, courses, and degree programmes. New development in the environment in which the University is operating requires significant changes in the operational structure of various units and to have articulated policies that can ensure achievement of the University goals as set out in its Corporate Strategic Plan. This can only be realized when SUA will have sound policies to guide the implementation processes of the units within the University.

This policy will provide a framework on how SUA should manage the operations of consultancy services. The policy is intended to increase efficiency and effectiveness of attracting and successfully delivering consultancy assignments by SUA staff members.

#### **2.2 Policy Mission, Vision and Objectives**

##### **2.2.1 Vision**

*To be a leading client oriented consulting unit in the provision of quality consultancy services in agriculture and allied sciences.*



## 2.2.2 Mission

*Support development in agriculture, natural resources and allied sectors through delivery of consultancy services and various trainings as needed by clients.*

## 2.2.3 Objectives

### **Overall objective**

The overall objective of the policy is to promote, coordinate, and monitor all consultancy services undertaken by Sokoine University of Agriculture.

### **Specific Objectives**

Specifically, the Policy aims to:

- i. Provide a framework for governing consultancy conducts across the University to realise income generated
- ii. Provide framework for recognition of and incentives to individuals who attract assignments
- iii. Provide guidelines for monitoring the implementation of the assignments

## CHAPTER THREE

### FOCUS AREAS, POLICY STATEMENTS AND STRATEGIES

#### 3.1 Governance and Administrative Structure of Consultancy Services

##### 3.1.1 Policy issues

- i. The administrative structure of the consultancy units not clearly defined
- ii. Unclear roles and responsibilities of the consultancy units within Colleges/Schools/Directorate.
- iii. Internal competition among existing consultancy units
- iv. Lack of a well-established coordinating unit at the University level
- v. Lack of quality control mechanisms
- vi. Unclear roles of Technology Transfer and Consultancy unit under DPRTC

##### 3.1.2 Policy statements

SUA shall endeavor to:

- i. Create an administrative structure that will manage and efficiently administer consulting services of the University.
- ii. Promote linkages, collaborative partnerships and working relationships between Colleges/Schools/Directorate consultancy units and local/international clients

##### 3.1.3 Strategies

- a) Establish the Organization Structure of the University Consultancy Services
- b) Develop guidelines to serve as a framework for all Consulting units in Colleges/Schools
- c) Establish Advisory and Quality Control Committee at the University level

- d) Prepare and institutionalise reporting format for consultancy assignments across sub-units within Colleges/Schools/Directorates
- e) Design and develop standard operation procedures to guide on how consultancy assignments will be received in the respective consultancy units and how those consultancies will be linked to the University consultancy monitoring system

## **3.2 Registration of University Consultancy Units**

### **3.2.1 Policy issues**

- i. Colleges/School/Directorate consultancy units not registered as business entities
- ii. SUA not able to tap into opportunities to bid for big consultancy assignments
- iii. Not able to comply with government laws and regulations
- iv. Non-existence of a registered firm for compliance with government and client rules

### **3.2.2 Policy statements**

SUA shall endeavor to:

- i. Re-establish SUACONSULT as a university-wide consulting firm
- ii. Comply with government laws and regulations
- iii. Bid for big consultancy activities locally and internationally

### **3.2.3 Strategies**

- a) Set a mechanism to re-establish SUACONSULT as a University legally registered consultancy firm
- b) Coordinate and mobilise multi-disciplinary human resources in securing contracts/tenders from clients both locally and internationally
- c) Develop guidelines on how the respective Colleges/Schools/Directorates consultancy units will be linked to the SUACONSULT while continuing with discipline-specific smaller consultancy projects)

### **3.3 Data Management System**

#### 3.3.1 Policy issues

- i. Lack of data management system for all consultancies in the university
- ii. No system that tracks all the proceeds from consultancy services
- iii. Not all consultancies are registered
- iv. No system and mechanism/guidelines that bind individuals to register consultancy activities undertaken
- v. Mismatch and lack of consistency in reports among different offices

#### 3.3.2 Policy statements

SUA shall endeavor to:

- i. Create enabling environment for SUA staff (academic and non-academic) to register consultancy assignments before implementation
- ii. Develop an electronic database for consultancy activities
- iii. Ensure all staff conducting consultancy works report the progress of the consultancy activity every quarter

#### 3.3.3 Strategies

- a) Establish guidelines that provide framework to individuals engaging in consultancy activities as SUA employees
- b) Establish/Install appropriate software that can be used to access and track all consultancies going through Colleges/Schools/Directorate consultancy units
- c) Establish monitoring and evaluation framework to track assignment implementation

- d) Establish a system that will require staff members not to undertake any consultancy work before registration and a formal agreement has been reached between the University and the client
- e) Establish and periodically update a functional database including consulting capabilities at Colleges/Schools/Directorates consultant mailing addresses for consultancy activities; as well as contacts of potential clients

### **3.4 Marketing SUA Capacity for Consultancy Services**

#### 3.4.1 Policy issues

- i. Absence of marketing strategy to explore full potential and capacity of SUA staff in terms of consultancy services
- ii. Lack of strong network within and outside the country to attract consultancy services
- iii. The diversity of expertise among SUA staff is not tapped for consultancy services
- iv. Consultancy not being part of the internal and external exhibition
- v. Lack of coordination and collaboration across consultancy units

#### 3.4.2 Policy statements

SUA shall endeavor to:

- i. Build and widen strong networks with other consultants at local, regional and international levels
- ii. Incorporate consultancy services in various exhibitions
- iii. Register SUACONSULT on TANEPS or other bidding systems to attract government tenders
- iv. Market and publicise SUA consultancy capacity

### 3.4.3 Strategies

- a) Liaise and align consultancy marketing activities with SUA Communication and Marketing Department
- b) Participate in various exhibitions with the intention to showcase strength in terms of consultancy
- c) Link all consultancy units websites/webpages with the University website and update marketing materials regularly including unit and staff profiles
- d) SUACONSULT to coordinate Consultancy units in Colleges/Schools/Directorate to jointly bid and implement consultancy assignments taking into consideration professional specialization
- e) Impart marketing skills to staff members by providing training courses on Marketing of Consultancy activities to increase the volume of consultancies at SUA

## 3.5 Financial Management and Accounting of Consultancy Funds at SUA

### 3.5.1 Policy issues

- i. Lack of a centralized financial management and accounting system of consultancy services at SUA
- ii. Absence of a fast-tracked system to ensure timely availability of consultancy funds as needed by service providers
- iii. Inconsistencies and lack of clear policy on payment of consultancy fees by SUA-based consultants
- iv. Limited income generated by SUA through consultancy services
- v. Lack of annual work-plan for Colleges/Schools/Directorates consulting units

### 3.5.2 Policy statements

SUA shall endeavor to:

- i. Establish a financial accounting and management system that will ensure smooth and timely running of consultancy services
- ii. Review consultancy administration fee regularly for every consultancy project registered at SUA

### 3.5.3 Strategies

- a) Create a desk dedicated to consultancy services under the Chief Finance Officer to assist timely access to consultancy funds when needed
- b) Design and utilise an electronic finance management system/module that will ensure digital management of consultancy funds including mechanisms to directly and timely pay Government tax
- c) Review and approve an *Addendum* to the SUA Financial Regulations (2018) which caters for specific regulations to manage and account for the consultancy funds by SUA staff
- d) Maintain one bank account at the university level that shall be responsible in managing all consultancy funds
- e) Prepare annual work-plans that govern consultancy operations

## **3.6 Benefit Sharing Mechanism**

### 3.6.1 Policy issue

- i. There is no clear mechanism of sharing proceeds generated from consultancy services
- ii. There is no motivation for individual consultants to share proceeds of consultancy services

### 3.6.2 Policy statements

SUA shall endeavor to:

- i. Establish procedures for sharing proceeds of consultancy services
- ii. Clearly stipulate compliance issues in dealing with Government Policies and Regulations such as remittance of taxes
- iii. Recognise commissioned consultancy or assignments given by the Government

### 3.6.3 Strategies

- a) Design benefit sharing mechanism that is open and transparent
- b) Establish a framework to govern the distribution of the consultancy administration fee charged by the university.
- c) Establish a framework to guide on benefit sharing for commissioned assignments given to SUA by the Government



## CHAPTER FOUR

### IMPLEMENTATION, MONITORING AND EVALUATION

#### 4.1 Implementation

The Implementation of the policy shall be overseen by the Directorate of Postgraduate Studies, Research, Technology Transfer and Consultancy (DPRTC) at SUA through the Technology Transfer and Consultancy Section.

- a) There shall be a University Consultancy Advisory and Quality Control committee with a Chairperson appointed by the University Vice Chancellor. Other members of the Committee shall include:
  - i. Director of DPRTC
  - ii. The Chief Finance Officer (CFO)
  - iii. Consultancy Units Co-ordinators from College/Schools/Directorates
  - iv. Coordinator of the SUACONSULT serves as the secretary of the committee
  - v. Co-opted members when considered appropriate.
  
- b) The Consultancy Advisory and Quality Control Committee shall serve for a period of three years renewable once.
  
- c) The Committee shall meet quarterly to receive, consider and deliberate on:-
  - i. Status of consultancy assignments and procurement processes
  - ii. Financial reports; and
  - iii. Publicity and promotion strategies for consultancy services
  
- d) Generally, implementation of the policy shall be governed by the guidelines and framework to be developed.

## **4.2 Monitoring and Evaluation**

The consultancy must have clear terms of reference thus, milestones, deliverables, deadlines and should come from recognized or genuine registered organization. There must be a contract to support every University consultancy assignment. The Office of the DPRTC must be consulted on Intellectual Property issues with regards to the consultancy assignment undertaking through the University. There shall be guidelines governing the conduct of consultancy services.

## **4.3 Review and Revision of SUA Consultancy Policy**

This policy shall be reviewed after every five years or whenever need arises, to reflect current best practices and emerging issues in the consulting world. Review and amendment of this Policy shall be undertaken with the approval of the University Council.

- a) This Policy shall be implemented and reviewed periodically
- b) This Policy shall be implemented or supplemented in any way consistent with its terms and those of other SUA policies
- c) This Policy shall not apply to on-going consultancy assignments and written agreements between SUA and any external organization or individual, entered into prior to the date on which this Policy is approved by the Council
- d) If an existing written agreement is renewed, revised, or amended after the date on which this Policy is adopted by the University Council, reasonable attempts shall be made to conform such agreement to the requirements of this Policy as of the date on which it is renewed, revised, or amended
- e) After the adoption of this Policy, the University Senate shall be responsible for drawing out implementation guidelines or procedures from time to time.

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