

**MZUMBE UNIVERSITY  
[CHUO KIKUU MZUMBE]**

**MZUMBE UNIVERSITY SHORTCOURSES  
AND  
CONSULTANCY POLICY**

**AS REVISED AND APPROVED BY THE  
COUNCIL ON 23<sup>rd</sup> SEPTEMBER, 2011**

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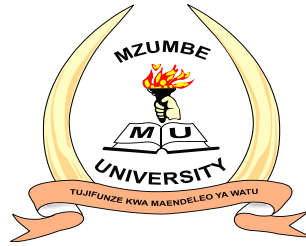
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## LIST OF ABBREVIATIONS

DELCE	-	Directorate of External Linkages and Community Engagement
DSBD	-	Directorate of Strategic Business Development
DVC (A)	-	Deputy Vice Chancellor (Academic)
DVC (A&F)	-	Deputy Vice Chancellor (Administration & Finance)
EAC	-	East African Community
ISO	-	International Standards Organization
MU	-	Mzumbe University
SADC	-	Southern African Development Cooperation
ToRs	-	Terms of Reference
UNDP	-	United Nations Development Programme
UNFPA	-	United Nations Food and Population Fund



## **MZUMBE UNIVERSITY [CHUO KIKUU MZUMBE]**

### **MZUMBE UNIVERSITY SHORTCOURSES AND CONSULTANCY POLICY**

#### **1.0 INTRODUCTION**

The revision of the MU short courses and consultancy policy has been necessitated by changes over time (including MU structural changes) as well as continuous improvement in the same. The previous policy was prepared and approved by the Mzumbe University Council in 2004. Since then there has been a number of changes in between just to mention a few, the approval of the MU charter (2007); MU institutional change (2009/10); expiry of the 1<sup>st</sup> MU Five Year Strategic Corporate Plan (2002/3-2006/7) and launch of the 2<sup>nd</sup> MU Five Year Strategic Corporate Plan (2007/08-2011/12). Hence, the policy is expected to contribute to effective and efficient realization of the University's vision – to be the centre of excellence for knowledge acquisition, adaptation and dissemination through training, research, consultancy, publication and outreach activities.

*This policy therefore seeks to guide the implementation of short courses and consultancy activities at the University. It shall be applied together with other rules that serve as a compliment to other Mzumbe University policies and regulations. It is the expectation of the University that every one plays his/her role toward promoting these two activities so that the mission of the University can be well fulfilled*

## **1.1 Rationale of the Policy**

The Higher and Technical Education sub-Master Plan (1998-2018) directs institutions of higher learning in the country to improve and strengthen their earning generation capacity through enhanced research, investment and professional consultancy functions. The Higher Education Development Programme (2010-2015) identifies financial sustainability as amongst the key result areas to be achieved. Complementing government sources by internally generating income is critical to attaining this result. In an effort to implement this directive there is a need for Mzumbe University to have a clear guiding policy.

Shortcourses and consultancy activities are expected to contribute the biggest share of the University's own generated income. For example, the 1<sup>st</sup> and 2<sup>nd</sup> Five Year Strategic Corporate Plans of Mzumbe University 2002/3-2006/7 and 2007/08- 2011/12 respectively envisaged and/or envisage income generating activities. As such there is need for a comprehensive policy to guide operationalization of these activities.

## **1.2 Policy objectives**

This policy aims at achieving the following objectives

- (a) To search and deliver high quality, customer driven shortcourses and consultancy services;
- (b) To ensure 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;
- (c) To motivate members of staff to be more aggressive in soliciting courses and consultancies to enhance their practical experience in their respective fields;
- (d) To ensure equal opportunities for all faculty members with an emphasis in gender equity;
- (e) To link shortcourses and consultancy with the teaching and research functions
- (f) To prescribe the operationalization of shortcourses and consultancy activities by the University.

## **2.0 SHORTCOURSES AND CONSULTANCY STRATEGIES**

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

- a) Building academic staff capacity (professional knowledge and skills) in undertaking shortcourses and consultancy assignments;
- b) Offering high quality short courses and consultancy to industry, commerce, central and local governments and the private sector at large;
- c) Generating income by charging competitive fees so as to gradually enable the University to become more self-sustaining financially;
- d) Ensuring the growth of shortcourses and consultancy activities as the years go by;
- e) Continuously identifying new markets for consultancy and short courses to be undertaken by the University;
- f) Coordinating and facilitating multi-discipline team building among the faculty members in undertaking consultancy and shortcourses assignments taking into account gender issues. Facilitation includes stationeries, lunch and refreshments, obtaining relevant documents for preparing bids etc;
- g) Ensuring proper documentation and use of shortcourses/ consultancy materials in training and research activities by academic staff i.e. developing case studies for training, generating ideas/ areas for researches etc;
- h) Coordinating the formation of promotion teams for making promotion tours to Institutions, Government Ministries and agencies;
- i) Going for professional collaboration with consulting firms and outreach programmes in an effort to penetrate new markets such as SADC and EAC in the areas of shortcourses and consultancy services delivery.

## **3.0 OPERATIONALIZATION OF SHORTCOURSES AND COUNSULTANCY ASSIGNMENTS**

The operationalization of shortcourses and consultancy assignment involves a number of organs, officials and faculty members with the university as explained below:

### **3.1 Role of the Directorate of External Linkages and Community Engagement (DELCE)**

- a) Promotion and marketing of Mzumbe University capability as deliverers of high quality consultancy and short courses services in the country and beyond;
- b) Receive assignments on behalf of the University and direct them to the appropriate school/faculty/institute/ directorate/ campus colleges;
- c) Ensure that all expressions of interest; proposals and reports on short courses/ consultancy submitted to the clients must meet the university standards and that they bear submission letter of DELCE;
- d) Coordinate and monitor implementation of all short courses and consultancies undertaken by the University;
- e) Communicate all shortcourses and consultancy opportunities and those undertaken to all organs of the university using multiple channels including posting them on the university website;
- e) Monitor net income generated through each short course and consultancy assignment;
- f) Propose for awards, with supporting evidence, all faculty and administrative staff deserving graduation awards each year;
- g) Document and archive short courses and consultancy materials in hard and electronic form for future in use and where appropriate submit the copies of materials to library.

### **3.2. Role of Schools, Faculties, Institutes, Directorates and Campus Colleges**

Under the coordination of DELCE, schools, faculties, institutes, directorates and campus colleges will be responsible for:-

- a) Promotion, solicitation and organization of shortcourses and consultancy activities in their areas of profile;
- b) Appointing resource persons and consultants for shortcourse and consultancy assignments;
- c) Ensuring delivery of high quality services by those appointed to run shortcourses or undertake consultancy assignments through close administration;
- d) Document and archive faculty/school specific short courses and consultancy materials;

### **3.2.1. School/ Faculty/Institute/ Directorate/Campus College Shortcourses and Consultancy Committee**

Each school/faculty/institute/ directorate/ campus college shall form a committee of not more 5 members who will be responsible for the overall administration of short courses and consultancies that fall within their respective school/faculty/institute/ directorate/campus college. The secretary to the committee will be appointed as a school/faculty/institute/ directorate/ campus college short course and consultancy link person.

The school/faculty/institute/directorate/campus college shall among other things ensure that members of academic staff in their respective areas are:

- a) Innovative in designing, packaging and soliciting for short courses as well as aggressive in searching and carrying out consultancy assignments;
- b) Effective and efficient in delivering short courses and consultancy assignments to the maximum satisfaction of clients.

### **3.2.2. Responsibilities of School/Faculty/Institute/Directorate/Campus College Short Courses and Consultancy Committee**

- a) Advising the Dean/Director/Principal on matters pertaining to shortcourses and consultancy assignments;
- b) Coordinating of shortcourses and consultancy assignment within the faculty;
- c) Appointing resource persons/consultants;
- d) Appointing short course director/lead consultant;
- e) Reviewing bids for consultancies and shortcourses' designs and reports emanating from the member of their school/faculty/institute/ directorate;
- f) Forwarding consultancy bids and reports to DELCE for quality control before submission to client;
- g) Provide reports on a quarterly basis to the school/faculty/institute/ directorate on short courses and consultancy matters;
- h) Determining in collaboration with the course director/lead consultant how much each resource person/consultant who has participated in the assignment should be paid taking into account the contribution of each toward the accomplishment of the assignment;



### **3.2.3. Responsibilities of Short courses and Consultancy Faculty Link Person**

Each school/faculty/institute/directorate will have a shortcourses and consultancy link person (secretary to the faculty shortcourses and consultancy committee) who will be responsible for:-

- a) Communication between his/her school/faculty/institute/directorate/campus college and the DELCE as well as amongst other schools/faculties/institutes/directorates/campus colleges on matters pertaining to short courses and consultancy activities;
- b) Keeping all documents and records on shortcourses and consultancies carried out by his/her school/faculty/institute / directorate / Campus College;
- c) Providing reports on short courses and consultancy activities undertaken by his/her school/faculty/institute / directorate / Campus College;

### **3.2.4 Duties of Shortcourse/ Consultancy Team Leader**

There shall be a team leader in each shortcourse or consultancy assignment to be undertaken by the university. The dean/ director/principal of the school/faculty/institute/directorate/ college in consultation with the shortcourse and consultancy committee will appoint a leader. Also, where appropriate, especially for assignments offered directly to the university by a particular client, DELCE in consultation with a dean or director or principal, shall appoint a team leader. However in case an individual member of staff designs a course or bids for a consultancy and wins he/she will automatically become the team leader.

- a) A member of staff who does not qualify to be a team leader but has won an assignment through his/her individual effort shall be among the resource persons/consultants unless he/she is not professionally conversant or not willing to participate;
- b) In addition to participating in the assignment he/she will also be responsible for the preparation of materials/ study instruments for the course/consultancy,

coordinate the academic/professional and administrative affairs of the assignment;

- c) In undertaking his/her responsibility, the team leader will always liaise with his/her faculty short course/consultancy committee on the progress nature of the assignment. DELCE shall also be kept informed on the same;
- d) The team leader will also be responsible for ensuring that quality training/professional consulting principles and procedures are adhered to;
- e) He/she will be responsible for producing a comprehensive report on the assignment undertaken and submit the same to his/her school/faculty/institute/directorate/campus college short course and consultancy committee and a copy to DELCE for quality control. The final report to be delivered to the client will bear the submission letter signed by the director-DELCE.

### **3.3. Marketing or Promotional Role of MU Capability Statement and Profiling Areas**

DELCE in collaboration with schools, faculties, institutes, directorates and campus colleges shall be responsible for marketing or promoting MU capability statement and profiling areas through MU and/or school/faculty/institute/directorate/campus college websites. The information should be compiled in a user-friendly prepared document known as “*Mzumbe University Consultancy Profile*”. The profiling areas shall be harmonized so as not to conflict amongst themselves. Other means of promotion or marketing such as fliers, brochures, leaflets, newspapers etc shall also be used.

### **3.4.Information Sharing**

DELCE and all organs involved in the university shall ensure effective sharing of information regarding short courses and consultancies amongst all schools/faculties/institutes/ directorates/ campus colleges within the university.

Also, the MU top management shall be furnished periodically with all relevant short courses and consultancy information to enable the same monitor and evaluate the performance of DELCE and the schools/faculties/institutes/ directorates/campuses colleges in these areas.

### **3.5.Quality Control Unit**

Quality control shall be the guiding factor of every short course and consultancy assignment undertaken within the university, starting from schools, faculties, institutes, directorates and campus colleges. DELCE shall have the overall final responsibility and shall have a specific unit or team of experts for that purpose.

The Director- DELCE (in consultation with respective faculty dean/ director/principal) shall appoint teams and assign quality control responsibilities for every short courses and consultancy assignment at the initial stages. The quality issues will include technical matters, adherence to ToRs, formats, language/ grammar etc. The DVC (A) shall be kept informed on every appointment. The short course/ consultancy assignment shall be completed within the prescribed time.

#### **3.5.1. Areas of Quality Control for Shortcourses**

The team responsible for quality control of shortcourse activities shall evaluate at different levels (from planning, implementation and report writing) the following:

- a) The extent to which the training materials meet or met the ISO 9000 (quality of education) requirements.
- b) Content of the training materials. Its packaging and layout i.e. table of contents, course objectives, subject matter, exercises, group assignments, sequencing of materials from day one to last day of the course.

- c) How MU's Logo has been printed on the cover page of the booklet containing the training materials
- d) Extent of comprehensiveness of the training material
- e) The delivery techniques to be used (evidence of them being used)
- f) Extent of preparedness of the resource persons
- g) Course evaluation (including resource persons) by participants.

### **3.5.2. Areas of Quality Control for Consultancies**

The team responsible for quality control of consultancy assignments shall evaluate at different levels (from planning, implementation and report writing) the following:

- a) The extent to which proposal meet or met the Terms of Reference;
- b) Correctness of MU information contained in the proposals;
- c) Adherence to formats as prescribed in the ToRs for both technical and financial proposals;
- d) Adequacy, relevancy and completeness of information contained in both technical and financial proposals;
- e) Adequacy of data collection and analysis techniques;
- f) Data collected, the manner it is being analysed and report writing.

### **3.6 Storage and Use of Developed Training Materials and Consultancy Reports**

- a) The DELCE shall be the custodian of all approved training materials, and short courses and consultancy reports undertaken by the University. These shall be submitted in hard copies and electronically;
- b) It is the responsibility of the schools, faculties, institutes, directorate or campus colleges to prepare and submit to DELCE the training materials and reports on short courses and consultancies they delivered for coordination purpose. These shall be submitted in hard copies and electronically;
- c) DELCE shall prepare and index all training materials, short courses & consultancy proposals and reports on the assignments that were applied, under implementation and those which have been completed. A weekly report shall be produced for

information purposes with regards to short courses and consultancy activities that were undertaken at the university to top management as well as schools, faculties, institutes and directorates;

- d) School/faculty/institute/directorate/campus college short courses and consultancy committee and any technical team set up to prepare short courses materials or technical proposals for bidding purposes, shall have full access to the relevant documents under the custodian of DELCE.

### **3.7 Pricing of Assignments**

It is important to have benchmarked standard for costing both short courses and consultancy assignments. These standards should be made known to the faculty members to enable them to price the services meaningfully when bidding. The DELCE shall have the prime duty to conduct market intelligence in order to establish appropriate rates for costing short courses and consultancy assignments.

It should, however, be noted that in the pricing of these two assignments, i.e. short courses and consultancy, the ability on the part of the client to pay for service and recovery of all direct costs are taken into account as well. More attention should be paid to the professional fee because this is what MU really offers the client. It is expected that the professional fee should always form a bigger part of the value of the assignment undertaken.

The above, notwithstanding, since the pricing of short courses and consultancy is influenced by the market, price set for assignment must cover the University's opportunity cost, inclusive of an acceptable return.

In other situations, international organizations such as UNDP, UNFPA, World Bank etc have their standard rates for remunerating consultants for different levels of experience. Where a short course or consultancy assignment will be offered under such prices, the same shall be used for pricing of the assignments.

Assignments deemed not to cover the University's opportunity cost i.e. likely to be subsidized by the University should not be undertaken.

### **3.7.1. Cost Items for Residential Shortcourse**

In costing for shortcourses it is necessary to ensure that all direct cost items are properly costed. However the following items have to be included in the cost structure:

- a) Professional fee for preparation of course materials and delivery;
- b) Stationery, computer use, photocopying, binding and secretarial services, training room etc;
- c) Administration costs (course administration, university utilities, support staff etc);
- d) Health services;
- e) Accommodation: bed/breakfast or full board whichever the client is ready to pay for;
- f) Provision of certificates of attendance.

### **3.7.2 Cost Items for Non- Residential Shortcourse**

For a non-residential training course, i.e. a shortcourse delivered outside Mzumbe University Campus the following items will have to be included in the cost structure:

- a) Tuition fee for course materials preparation and delivery;
- b) Stationery, computer use, photocopying, binding and secretarial services;
- c) Accommodation for trainers in 1<sup>st</sup> class non-tourist hotel and/or applicable perdiems;
- d) Transport for trainers or pay mileage at market rate;
- e) Provision of certificates of attendance;
- f) Administration costs (course administration, university utilities)

### **3.7.3 Cost Items for a Consultancy Assignment**

Cost items for the consultancy assignment will depend on the particular type of consultancy. However, it is important to cost properly and realistically all assignments. Some key cost items in the consultancy assignment are as follows:

- a) Professional fees;
- b) Secretarial services;
- c) Perdiems and transport costs for the consultants;
- d) Data analysis and report writing;
- e) Administration costs (assignment administration, university utilities, support staff and other general administration costs).

### **3.7.4 Payment Modality by clients**

Under normal circumstances, payment modalities will be as agreed in the contract by the University and the client. This will most likely differ from one client to the other. It is however, important for the University to negotiate for a first payment that will cover the reimbursables so that the assignment can be conducted smoothly. In cases 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 Mzumbe University or to the Mzumbe University Short Courses and Consultancy Account. The remaining 50% of the training/consultancy fee shall be paid immediately after the report has been submitted.

### **3.8 Sharing of Proceeds from Short Courses/ Consultancy Assignments**

The income earned from short courses or consultancy shall be shared between the implementing organs and officials of the university i.e. Mzumbe University main bank account, DELCE, Consultants and schools/faculties/institutes/directorates/campus colleges. The sharing will be guided under two main scenarios- *(1) when a short course/consultancy has been won through the efforts of member(s) of staff* or *(2) when a short course/consultancy assignment has been offered directly to the University without any involvement of an individual MU member of staff.*

The sharing of proceeds from short courses/consultancy will base on gross income. Gross income is hereby referred to as “professional fee, preparation of materials, secretarial services, administration costs and consultants’ transport costs payable to the university”. Direct costs relating to the client like participants’ per diems and/or accommodation, participants transport costs, lunch & refreshments, hire of venue, opening and closing function will not be considered in the gross income. They will be expected, in all cases, to be borne by the client. If, in an exceptional case, they are included in the contract amount, they will be deducted. However, the client will be informed of the policy at the university and the arising transactional costs will be borne by the client.

Both scenarios are explained here below:

(1) When a short course/consultancy has been won through the efforts of member(s) of staff, utilization of training/consultancy contract (gross) amount shall be as follows:

- 20% of the total contract amount (gross) shall be paid to the university distributed as follows:
  - 85% of 20% to the MU Main Bank Account
  - 15% of 20% to DELCE (Short courses & Consultancy Bank Account)
- 80% of the total contract (gross) amount shall be paid to the consultants/ resource persons utilised as follows:
  - 10% of 80% after deducting all reimbursable costs to the person/unit which won the assignment
  - 10% of 80% after deducting all reimbursable costs to the respective faculty/school/institute/directorate/campus college
  - 80% of 80% after deducting all reimbursable costs paid to consultants/resource persons who were involved in the assignment in accordance with the payment plan contained in the training/consultancy budget.



(2) When a short course/consultancy assignment has been offered directly to the University without any involvement of an individual member of staff competitively bidding for it, then the accruing income, after deducting the reimbursables, shall be divided as follows:

- 65% of the total contract amount shall be paid to the resource person/consultants
- 30% of the total contract amount shall be paid to the University main account
- 5% shall be paid to DELCE for the administration of the assignment

The portion to be paid to the resource persons/consultants shall be divided on the basis of the contribution by each member in the accomplishment of the assignment. This is required in order to do justice to those who contribute more to the accomplishment of assignments. This will apply to all short courses/consultancies that will be undertaken regardless of how they were won.

### **3.8.1. Disbursement of Earned Short Course Income**

The disbursement of earned short courses income to MU organs and consultants shall base on the following principles:

- a) The DELCE shall prepare an operation budget for each course delivered showing how the cash in flow from the client will be disbursed.
- b) The DELCE shall submit to Mzumbe University Account 100% of the amount paid for the use of University facilities such as training room(s) equipment, computer time etc.
- c) Resource persons shall be paid 80% or 65% (*depending on the manner the assignment was procured*) of the gross amount at the end of the assignment as explained in 3.8. Each resource person will be paid on the basis of his/her contribution to the total workload.
  - The training leader will in addition be paid 30% of the assignment administration component upon submission of the assignment report

- d) Payment of secretarial services will be made on the basis of extra hours worked after office hours.

### **3.8.2. Disbursement of Earned Consultancy Amounts**

The disbursement of earned consultancy income to MU organs and consultants shall base on the following principles:

- (a) All payments to consultants will be made at the end of the assignment after the client has paid in full for the consultancy service rendered.
- (b) A member of school, faculty, institute, directorate or campus college who solicits and wins a consultancy will automatically become the lead consultant unless he/she is academically/professionally not able to be one or willingly does not opt to lead. Such an individual will be paid 10% of the professional fee.

### **3.8.3 DELCE Operational Account**

DELCE shall use only the proportion amounts due to it, prescribed in section 3.8 of this policy document, for its operations so as not to adversely affect the progress of any short course or consultancy that is being undertaken at any particular time. The amounts shall however be requested and approved by the Vice Chancellor (Accounting Officer).

### **3.8.4 Maintenance of Accounts**

To ensure the professional keeping of the short courses and consultancy accounts, the Directorate of Finance (Projects Section) shall maintain records of income and expenditure arising from each assignment. The accounts shall be maintained in a manner that it shall be possible to track information in monitoring the financial performances of these two activities.

### **3.9 Signing of Short Courses and Consultancy Contracts**

Signing of contract shall be guided by the Mzumbe 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 and Finance (DVC (A&F) or such other officer of the University as the Vice Chancellor may appoint on behalf by way of power of attorney.

### **3.10 Collaboration with other Institutions/Individuals to Enhance Capacity**

The university may collaborate or associate with other institutions or individuals in a verge to enhance its technical capacity in particular short courses or 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, how funds shall be shared, and how such funds shall be effected. DELCE shall work out and provide practical guidance on this.

## **4.0 OBSERVATION OF LAWS, REGULATIONS, POLICIES AND ETHICS**

In undertaking short courses and consultancy, all relevant national laws and University's regulations and by-laws shall be strictly observed. All MU consultants shall abide by the "*statement of ethics and/or anti-corruption of the University*". They shall also use the same in all short courses and consultancy assignments during bids.

It is also prohibited for any MU staff to solicit and implement a short course/ consultancy assignment using the University name on individual/ personal basis. If found, such a staff shall be punished under relevant National public service regulations as well as MU staff rules and regulations.