

**COLLEGE OF BUSINESS EDUCATION**

**CONSULTANCY POLICY AND OPERATIONAL  
GUIDELINES**

## **LIST OF ABBREVIATION**

CBE - College of Business Education

CBE-CB - College of Business Education - Consulting Bureau

PhD - Doctor of Philosophy

PDP - Professional Development Projects

## **DEFINITION OF TERMS**

Consultancy	The creation of value for organizations through the application of knowledge, techniques and assets to improve performance achieved through the rendering of objective advice and/ the implementation of business solutions.
Lead Consultant	The consultant that directs the work of the consultant team and is the main point of contact for communication between the client and the consultant team
Project Coordinator	A person who works to assist project manager's team with the coordination of resources, equipment, meetings, and information and reporting issues, risks or wins to a manager.
Team Leader	A person who provides guidance, instruction, direction and leadership to a group of individuals (the team) for the purpose of achieving a key result or group of aligned results
Department	Specialized functional area within an organization
College	College of Business Education
Bureau	An office or department for transacting consultancy business

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## CHAPTER ONE

### 1.0 INTRODUCTION

#### 1.1 Background Information

The College of Business Education (CBE) was established by an Act of Parliament, Act Number 31 of 1965 that has hitherto been amended three times through an amendment Act Number 17 of 1968 and Number 38 of 1974, and miscellaneous amendment Act Number 2 of 2010. While Act Number 31 of 1965 established a College titled College of Business Education, which was at the time headed by a Director directly supervised by the Governing Body, it also prescribed the role of the Governing Body as well as operational aspects of College of Business Education. The two subsequent amendment Acts Number 17 of 1968 as well as Act Number 38 of 1974 explicitly further defined functions of the College.

The amendments tied the College to teaching middle-level managerial personnel in the area of Business Administration (Sub-clauses 4a and b) and promotion of business education (Sub-clause 4c). They provided more oversight of the parent ministry as well as more details in the schedule.

In the last ten years, CBE has substantially expanded its activities to meet the increased demand for Business Administration and Education in Tanzania. However, the most substantive College expansion coincided with the beginning of implementation of the First Five Years College Strategic Corporate Plan (1999/2000 – 2004/05) that was approved by the Governing Body in 1999.

The College has significantly expanded whereby it currently run its activities in four campuses which are allocated in four geographical areas. Besides the increase of campuses, the College has, as well increased and improved academic programmes

and other professional activities. The College expansion in terms of number of campuses and programmes has subsequently resulted into the increase in number of both academic and administrative staff. It is from this development that it is crucial that the College should have in place a comprehensive Consultancy and Operational policy to guide on decision making and operational activities on Consultancy and other community services.

## **1.2 Objectives and Functions of the College**

According to the College of Business Education Act of Parliament, Act Number 31 of 1965, the following are main objectives and functions:-

- a) To provide facilities for the study and training in the principles, procedures and techniques of business administration;
- b) To conduct training programmes leading to recognized professional and sub-professional qualifications in business administration relevant to middle-level managerial positions in trade and industry; and
- c) To engage in any other educational activity which would be expedient or conducive for promotion of business education in the United Republic of Tanzania.

## **1.3 Vision, Mission and Core Value of the College of Business Education**

### **1.3.1 Vision**

To be a dynamic, well equipped, world-wide known and recognized center of excellence in competence based training, research and consultancy services in business and related disciplines.

### **1.3.2 Mission**

To provide high quality demand-driven competency based education through training, research and consultancy services in business and related disciplines.

### **1.3.3 Core Values**

- (a) **Academic Freedom**  
The College is independent and cherishes and defends free inquiry as well as scholarly responsibility.
- (b) **Advancing and Sharing Knowledge and Skills**  
The College supports scholarly pursuits that contribute to knowledge and understanding within and across disciplines, and seeks for every opportunity to share them broadly.
- (c) **Excellence**  
The College, through its students, staff and alumni, strives for excellence and trains students to the highest standards.
- (d) **Integrity**  
The College acts with integrity, fulfilling promises and ensuring open respectful relationships among its stakeholders. CBE abides by ethical code of conduct and respect of laws.
- (e) **Mutual Respect and Equity**  
The College values and respects all community members each of whom individually and collectively makes a contribution to create, strengthen as well as enrich teaching and learning environment.
- (f) **Societal Orientation**  
The College embodies the highest standards of service and stewardship of resources and works within the wider community to enhance good societal satisfaction.

### **1.4 Core Functions of the College**

- (a) **Teaching and Learning**  
The College of Business Education offers affordable, innovative, quality degree and non-degree programmes. In addition, the College provides an

enabling environment for integrated continuous learning for students and its staff.

(b) Research and Publication

The College of Business Education has created and will maintain a conducive environment to undertake quality research and publications.

(c) Consultancy and Community Service

Consultancy and community services are integrated within the College of Business Education core functions. In addition, the College shall participate in various community programmes, activities and services as part of its corporate social responsibility.

### **1.5 Status of Consultancy Activities, Requirements and Expectations**

The CBE Consultancy Unit was established in 1990s and operated under the then Graduate School, Research, Publications and Consultancy Department (GREPCO). The aim for establishing the Unit was to enhance the capacity of the College in engaging in activities that would boost socio-economic development of the country. The Consultancy Unit is the outreach wing that links the College expertise with the business community with regard to provision of consultancy services.

Pursuant to articulating teaching, research and consultancy with the business community and other organizations, the College Management resolved to revamp consultancy activities now operating under the newly established Directorate of Research, Publications and Consultancy. This is partly aimed at meeting the challenges of meeting academic standards and consultancy stands as one of the core activities of the College. Secondly the need to revamp consultancy activities is necessitated by the need to generate more revenue for the College. In that regard, streamlining consultancy activities and developing appropriate infrastructure for effective carrying out of consultancy projects became both necessary and indispensable.

The control and distribution of revenue obtained through carrying out consultancy assignments or projects among various parties should be stipulated and documented for openness and effective management of current and future consultancy activities. Currently, the income obtained by the College through consultancy activities is insignificant. Similarly, the mode of obtaining such assignments is not very clear and lacks proper procedures. It is implicitly argued that, inadequacy of consulting efforts tend to affect other two key areas of academics which are teaching and research, as lecturers would tend to miss the experience of “what actually transpires in the real world”.

The Policy document has to be approved by all stakeholders so that all the interested parties are treated with a sense of equality and dignity. Also, an ample operational environment is required for effective professional carrying out of such activities. For effective management of the consultancy function, the CBE Consultancy Policy is hereby deemed necessary hence proposed to be formed.

## **1.6 Policy Objectives**

The following are objectives of developing Consultancy and Operational policy at the College.

### **1.6.1 Main Objective**

To provide guidance and general information for undertaking consultancy work in accordance with the College’s approved procedures and guidelines. The document is a set of guidelines and procedures for consultants who shall have to meet the contemporary socio-economic challenges within and outside Tanzanian

### **1.6.2 Specific Objectives**

The CBE Consulting policy is formulated to meet the following specific objectives:

- (i) To set coordination mechanisms for provision of consultancy services.
- (ii) To oversee and ensure effective utilization of human resources and other material resources present at, and acquired by the College.
- (iii) To set guidelines for revenue generation and revenue operational budgets accrued from consulting activities.
- (iv) To set guidelines on sharing of income obtained through consultancy project among various effectively involved parties.
- (v) To provide sustainable infrastructure and develop capacity for consultancy provision.
- (vi) To establish data base of consultants and consultancy projects whose capacity exist and the currently required but missing skills.
- (vii) To provide guidance to persons inside and outside the College as to when and how consultancies may be undertaken using the College's name, services, space, facilities, equipment, intellectual property and/or paid work time.
- (viii) To set guidelines that will ensure equitable access to consultancy assignments by all staff members

### **1.7 Scope of Consultancy Policy and Operational Guidelines**

The consultancy Policy and Operational Guidelines is a guiding document that applies to:

- (i) All campuses of the College
- (ii) All staff temporary or permanent who are interested in teaching, research and administration;
- (iii) All students registered with the College
- (iv) All infrastructures, learning resources, governance, information dissemination structures and social amenities belonging to the College.

## CHAPTER TWO

### 2.0 SWOC ANALYSIS

#### 2.1 Strength

- i. The Legal framework of the College gives mandate to engage in consultancy services
- ii. The College has a well-established Consultancy Bureau
- iii. Availability of qualified staff with consultancy expertise and experience
- iv. Excellent reputation and strong brand of the College (CBE is a Government owned institution under MIT)
- v. Presence of College Campuses in multiple strategic locations.
- vi. Management support and commitment towards consultancy practice
- vii. Availability of physical and material resources.

#### 2.2 Weaknesses

- i. Weak consultancy culture among members of staff
- ii. Lack of communication structure and procedures to be followed between consultancy unit and staff
- iii. The College weak consultancy profile
- iv. Inadequate collaboration with national, regional and international consulting firms/ institutions
- v. Weak coordination of consultancy activities
- vi. Lack of repository /storage.

#### 2.3 Opportunities

- i. The College is a government owned Institution hence has a greater opportunity of winning consultancy project
- ii. Increasing demand for consultancy services

- iii. Large and strategic alumni-base in various organizations.
- iv. A large pool of potential collaborating local and international institutions
- v. The country's current industrialization strategies.

## **2.4 Challenges**

- i. Stiff competition due to existence of large number of consulting firms
- ii. Bureaucratic public procurement policies
- iii. Budget constraints for operation (purchasing) of consultancy activities.

## CHAPTER THREE

### 3.0 POLICY ISSUES AND STATEMENTS

The College shall identify and engage in specific focal areas of and operational policy. The identified areas shall be consistent with the vision and mission of the CBE – CB, and the rationale form formulating the Consultancy Policy and Operational Procedures. The focal areas of the policy shall include the followings:

- (i) Coordination and Management of Consultancy Activities
- (ii) Capacity Building
- (iii) Optimal Utilization of Resources
- (iv) Marketing of Consultancy Services
- (v) Strategic collaboration and Partnerships
- (vi) Monitoring and Evaluation

### 3.1 Coordination and Management of Consultancy Activities

#### a) Policy Issues

Despite the fact that some staff carried out consultancies with various organizations, the mode in which they carried out the assignments, the quality of assignments and financial benefits of such assignments could not be directly established. In that way the College lacks information about such assignments therefore failed to accredit them and missed income that was supposed to be gained. Also, there was a lack of communication structure and procedures to be followed between consultancy Unit and staff. In that respect, the College needs to have in place a well-managed information system for storage, retrieval and sharing; as well as dissemination system.

Various departments have to be involved in ascertaining the College capacity as an important criterion for external marketing, quality control and capacity building.

There is a need to indicate a gap in consultancy skills so as to plan on how the gap should be filled. The equitable access that partly determines involvement of all staff. Such access shall be adequately and sustainably coordinated the Consulting Bureau.

#### b) Policy Statements

The College shall:

- (i) Put up a mechanism for motivating staff to effectively undertake consultancy under the CBE-Consultancy Bureau.
- (ii) Recognize consultancy assignments carried out by College staff outside the CBE-CB provided they are of quality accepted in writing by client.
- (iii) Document contracts for free consultancies provided by the staff to the specific communities for official recognition.
- (iv) Put in place sanctions for not being compliant.
- (v) Promote a culture of ethics and professionalism in performing consultancy work.

### **3.2 Capacity Building**

#### a) Policy Issues

Shortage of consultancy skills among academic staff has resulted into less efficiency in undertaking consultancy assignments at the College. Strength of the CBE consultancy Bureau will highly depend on its capacity. Capacity building shall be one of the activities to be prioritized as learning is an on-going process. Sustainability of the CBE-CB shall depend on the persistent presence of qualified and experienced staff in undertaking consultancy activities.

Higher levels of academic qualifications, i.e. PhD holders would surely consolidate the capacity of the Bureau hence ensuring quality products through improved performance.

There is a need to demonstrate how consultancy skills would be imparted to junior employees whose participation in consultancy need to be increased.

b) Policy Statement

The College in collaboration with CBE-CB shall:

- (i) Implement human resource development programme focused on consultancy skills.
- (ii) Ensure availability of necessary consultancy facilities and their effective utilization for acceptable quality results.

### **3.3 Optimal Utilization of Resources**

a) Policy Issues

The CBE CB was established to manage and utilize fully the available resources from the College. The Bureau has to provide professional services to various parties such as the business community and industry at micro and macro levels.

The Bureau will have to compete nationally and regionally in provision of consultancy services and contracted research. The practice of individuals who have been undertaking consultancy works without inclusion of the College has been systematically denying income to the College. In some instances such tasks resulted into over-use of College resources such as offices, computers and projectors.

Lack of a known and approved Consultancy Policy, over years, resulted into low staff morale to undertake consultancy assignments; while in some instances it amounted into “killing of initiatives” to apply for and actually engage in such important assignments.

## b) Policy Statements

The College shall:

- (i) Set up a staff motivation mechanism under the CBE-CB
- (ii) Reduce bureaucracy in processing and disbursing funds needed for facilitating consultancy activities.
- (iii) Put up measures to be taken against non-compliance
- (iv) Develop and promote a culture of ethical behaviours and professionalism in consultancy undertaking

### **3.4 Marketing of Consultancy Services**

#### (a) Policy Issues

The current amount of money set aside for consultancy activities is relatively low. The need to market consultancy bureau requires that profiles of consultants be developed and that requisite amount of money be readily at disposal to be used for timely development of bid documents and publicizing the capacity both nationally and internationally.

There is the need to capture changing and emerging opportunities for consulting which need professional advancement in such sectors/specialties. The lack of adequate networks with other institutions and/or individual consultants forms another limitation that characterizes the College; this reduces the chances of winning the bids.

The presence of unpredictable availability of funds from donors and the government affects the marketing of consultancy capacities. The paucity of a system to foresee the consultancy assignments from various sectors such as the government, development partners and private sector adversely affects the volume of consultancy undertakings at the College.

#### (b) Policy Statements

The College, through CBE-CB shall:

- (i) Support and facilitate a marketing strategy for its consultancy capability that include its capacity profile for CBE-CB
- (ii) Support and facilitate initiatives to network with other consultants nationally and internationally to accentuate success rate.
- (iii) Develop a mechanism to oversee the upcoming consultancy assignments planned to be undertaken inside or outside the country.

### **3.5 Strategic Collaboration with Partners**

#### a) Policy Issues

There are efforts by the College to establish and maintain collaboration with other academic institutions, development partners, private sector and other stakeholders. Lack of a framework for such collaborations has reduced effectiveness of such ties. In this way harnessing of critical skills and experience from such partners has been limited or non-existent. This has adversely affected capacity building in terms of human resources, facilities, marketing and transfer of knowledge and technology.

#### b) Policy Statements

The College shall:

- i) Establish and promote linkages, collaborations and networking relationships with the Government, local and international institutions.
- ii) Establish collaboration with international institutions

### **3.6 Monitoring and Evaluation**

#### a) Policy Issues

It is important to have a continuous monitoring and evaluation mechanism of consultancy activities. This is critical for management and promotion of such activities for quality output. Having effective monitoring and evaluation mechanisms

is indispensable for advancement of consultancy professionalism at the College. Presence of ethical framework may guarantee such professional conduct among consultants at the College. Vetting of consultancy proposals and protocols shall have to be adhered to as to culminate into quality results.

Lack of institutional mechanism for assessing and ranking consultancy performance by stakeholders and the College is an aspect that needs to be addressed. Monitoring progress of a consultancy work and the subsequent evaluation of its final results is necessary for improving the quality of the entire efforts. A College-based checklist of performance indicators has to be in place so as to ensure quantifiable inputs and outputs that shall be useful in assessing how results of such consultancy tasks are relevant in addressing specific and national needs.

Getting information with regard to consultancy works and coordinating the same information to be effectively used by the College/CBE-CB has been a big challenge. It is important that the College should devise out means to acquire such information of its effective utilization.

#### b) Policy Statements

The College shall:

- i) Put in place a mechanism for quality assurance for consultancy assignments undertaken by CBE-CB.
- ii) Ensure consultancy provision satisfies clients and other stakeholders
- iii) Put in place an effective mechanism for acquiring, sharing and utilizing information on various consultancy tasks.

## CHAPTER FOUR

### 4.0 OPERATIONAL PROCEDURES

#### 4.1 Identification of Consultancy

The Directorate shall ask individual staff, departments and units to solicit for consultancy projects from clients so that the same assignments are contracted through the procedures stipulated in this policy.

The CBE-CB has to, as well; solicit consultancy projects on behalf of individual staff members, departments and units. The points of acquiring consultancy projects are as follows:

- (i) The Coordinator CBE-CB
- (ii) Rector
- (iii) Deputy Rector
- (iv) Director
- (v) Heads of Departments
- (vi) Individual staff members
- (vii) Any stakeholder of the College
- (viii) Solicitation from the client

#### 4.2 Project Flow Stages

##### 4.2.1 Project Acquired by Manager CBE-CB

Consultancy project, service jobs and special courses acquired by the CBE-CB Manager shall be transmitted to the Project Coordinator where analysis on viability, practicability and identification of appropriate department with relevant expertise will be done. The Project shall be examined through stages explained below:

### **Stage 1**

The project received at entry point. Then it is passed to the Project Coordinator for identifying appropriate staff to undertake the project.

### **Stage 2**

Project Coordinator in collaboration with Head of Department will appoint the project team leader and consultants.

### **Stage 3**

Head of Department expresses intention to carry out the assignment. Communication with the CBE-CB Project Coordinator

### **Stage 4**

The Project team Leader prepares Technical and Financial Proposal for submission to the Client through the Bureau.

### **Stage 5**

Preparation and signing of the Contract Agreement between Manager of the CBE-CB and the client. The Agreement includes the agreeable payment schedule for consultancy fees: from initial stage to submission of a draft report as well as after acceptance of final report.

### **Stage 6**

Project team Leader and the key participants sign a contract with the Bureau.

### **Stage 7**

The Bureau allocates a registration number to the consultancy project. The Project Coordinator then informs the Finance Officer of the Bureau and the CBE-CB Manager about the incoming project

### **Stage 8**

The Project team leader with other consultants and supporting staff Implement the project. The Coordinator monitors the project and accordingly approves fund disbursements.

### **Stage 9**

Project Coordinator assesses the quality and completeness of the draft report prior to submission to the Manager of the Bureau. The Project Coordinator then submits the draft report to the client for comments.

### **Stage 10**

The team leader receives comments on client's report and works on the draft report to in line with client's comments.

### **Stage 11**

CBE-CB Manager submits final project report to the client with a copy to the Bureau; incase the report is not restricted.

## **4.2.2 Project Acquired by Head of Departments or Units**

Consultancy projects acquired through Heads of Departments and Units will be transmitted to the Project Coordinator of the Bureau for viability analysis and determining their practicability and appropriateness. Such projects shall undergo the following stages:

### **Stage 1**

A project received at the entry point shall be passed to the Project Coordinator together with all relevant information that shall assist in identification of appropriate consultants to undertake it.

## **Stage 2**

Heads of departments in collaboration with the project Coordinator shall appoint the project team leader and consultants

## **Stage 3**

For **stages 3-11** the same applies as the project acquired by the Manager CBE-CB

### **NB:**

- The Project Leader and Consultants are appointed by Heads of Departments NOT by the CBE-CB Manager.
- In case staff of the CBE-CB qualifies for the project, they shall carry out their services under the Heads of Departments in question for professionalism and quality assurance.

### **4.2.3 Project Acquired by Individual Staff Member Interested in Carrying out the Project**

Consultant project acquired by individual member of staff, including retired College staff who shall be involved in carrying out the project, shall be transmitted to the Bureau Project Coordinator for viability analysis, determining practicability and appropriateness as indicated in case 4.2.1 above.

Such projects shall undergo the following stages:

#### **Stage 1**

Project assignment received at the entry point then it is passed to the Project Coordinator to be registered.

#### **Stage 2**

Project Coordinator in collaboration with individual staff who has acquired the project will appoint a project team leader and other consultants to be involved. The

Project Coordinator shall assess the capability of the individual staff/team that shall carry out the project. Where necessary the Project coordinator may modify the composition of the team.

### **Stage 3**

For Stages 3-11 the operational procedures shall be the same as for the project acquired by the Manager CBE-CB

#### **4.2.4 Project Acquired by Individual Staff Member Not Interested in Carrying out the project**

Consultancy projects acquired through an individual staff member who shall not participate in the implementation of the project, shall be transmitted to the Project Coordinator for viability analysis and determining its practicability and appropriateness as stated in case 4.2.1 above. Such projects shall undergo the following stages:

### **Stage 1**

Project is received at entry point, then it is passed to the Project Coordinator for identification of appropriate consultants to undertake the project.

### **Stage 2**

The Project coordinator, in collaboration with heads of departments shall appoint the project team leader or consultants.

### **Stage 3**

Stages 3-11 operational procedures shall be the same as the project acquired through Manager CBE-CB

### **4.3 Payment Procedures**

The following procedure shall guide payments:

#### **Stage 1**

The project Team leader prepares a fee claim for the relevant assignment as specified in the signed contract agreement.

#### **Stage 2**

The Project Coordinator certifies payment claim, which shall be submitted to the CBE CB Manager for authorization.

#### **Stage 3**

The Accountant prepares an appropriate invoice to client for payment as per contract. He/she submits the Invoice to the Manager CBE-CB to be forwarded to the client.

#### **Stage 4**

The Bureau shall have to release relevant payment to the consultants

### **4.4 Obligation to Complete Contract Assignment**

Members of staff who enter into contract agreement with the Bureau have the obligation to accomplish the assignment as per terms stated in the contract. This is in line with timeliness and quality. Defaulters shall reimburse full cost incurred and stand to face other disciplinary and/or legal consequences as per the college rules.

### **4.5 Sharing of Revenue obtained through Consultancy**

#### **4.5.1 Surcharges**

Institutional fee shall base on the Net income. Formulas for revenue sharing shall be used across the entire institution regardless the nature of the project, how it was acquired and where it shall be executed.

The total institutional fee charged from consultancy jobs shall be 20% of the Net income, leaving 80% to pay for consultant fees and direct costs. However those projects which involve use of College equipment and machinery 5% of the Net income, apart from institutional charges shall be charged. The distribution of institutional fee shall be as follows:

**Table 1.0 Revenue Sharing Formula for Consultancy, Professional Development Courses and Service Jobs**

CONSULTANCY PROJECT			SERVICES/PDP COURCES	
SN	UNIT	PERCENTAGE SHARE	UNIT	PERCENTAGE SHARE
1	College	8	College	8
3	CBE-CB	12	CBE-CB	12
4	Machine Charges	0	Machine Charges	5

#### 4.5.2 Disbursement of Professional Fee

The Project leader shall be required to prepare a disbursement list of all participants/consultants for submission to the manager CBE-CB with copies to the individual consultants/participants. The Manager shall scrutinize it and in consultation with the Project Coordinator he shall make direct payments to individuals.

An amount of 10% of the Net income from professional fees shall be paid to individuals who solicited the jobs but were not involved in executing it. And, the amount of 5% shall be paid to individuals involved in vetting of consultancy reports.

### 4.5.3 Disbursement of Departmental Shares for Joint Projects

The distribution of departmental and College shares shall be made in the College. A team leader shall prepare the disbursement list and submit it to the Manager of the Bureau, copied to the relevant Heads of Department.

### 4.5.4 Estimation of Machine Charges

In case machines are used while carrying out service/jobs and/or professional development projects, charges of up 5% shall be deducted from Net income for repair and maintenance of the machinery depending on the duration of use. This amount will be over and above the institutional fee of 20%. Charges shall be made for all PDP course irrespective of the location. Specific charging rates are as indicated in Table 2.0 below.

**Table 2.0 Machine Charges Rates**

<b>SN</b>	<b>EQUIPMENT UTILIZATION (%)</b>	<b>CHARGE OF SERVICE RATE</b>	<b>TYPE OF ACTIVITY</b>
	1-30	1.5	Work done outside the College PDP use computers and projectors
	31-60	2.5	Maintenance jobs use equipment for checking faults, light manufacturing jobs with manual inputs
	61-100	3.5	Jobs requiring machining, testing samples in labs, extensive fabrication

#### **4.5.5 Individual Consultancy Fee**

Individual consultancies which are not engaged through the College shall pay 8% of the Net consultancy costs.

### **4.6 Utilization of Institutional Fee**

#### **4.6.1 Institutional Overheads**

All institutional overheads that include those of the College and CBE-CB shall be paid to appropriate vote codes. The fees payable to CBE-CB are meant to support the operation budgets for the CBE-CB and such funds shall be under the CBE-CB Manager.

#### **4.6.2 Machine Charges**

The use of machine charges shall be limited to units which generate such funds that is to be used for servicing, repairing, maintenance and replacement. This fund shall be under the respective head of Department.

#### **4.6.3 Departmental Shares**

Shares payable to departments are meant to cater for various costs incurred at the respective department. Such funds shall be allocated to specified codes. The fund shall be under the Head of Department.

#### **4.6.4 Project Funds**

The Projects Coordinator of the CBE-CB shall monitor the disbursement of funds guided by the agreed schedule. The Projects Coordinator shall represent interest of both the client and the College. The CBE-CB Manager shall approve disbursements in consultation with the Projects Coordinator.

## CHAPTER FIVE

### 5.0 MONITORING AND EVALUATION OF CONSULTANCY POLICIES

#### 5.1 Monitoring and Evaluation

The Office of the Deputy Rector ARC is responsible for the implementation of this policy. It is the office that shall make annual evaluations and prepare progress reports on the implementation of the policy to CBE-members.

Consultancy indicators shall be developed and be availed to all stakeholders to monitor and assess consultancy activities at the College on regular basis. Investigative process shall ascertain information at two levels:

- i) Information related to performance of Consultancy Bureau or Departments as operational units. This is based on implementation of planned actions and activities and achieving results within the set time frame of the daily consultancy activity schedule.
- ii) Information related to response and reaction by targets and stakeholders in the consultancy terms of reference (ToR) activities to the general context of CBE-CB operations.

##### 5.1.1 Monitoring

Monitoring shall be done to measure progress of consultancy projects. Monitoring reports shall be prepared in given formats as in Tables 3.0 and 4.0 below. A narrative report shall explain on detail what is summarized in the tables. Such information shall be captured in the implementation of Strategic Plan at every half year.

There shall be two half year workshops (In June and December) to discuss progress made in implementation of CBE-CB Strategic Planning progress.

**Table 3.0 Progress Report on Implementation of College Consultancy Policy and Operational Guidelines**

Strategic Objective	Planned		Achievements			Planned Remedial Action
	Strategies	Activities	Action taken	Result	Reason for Deviation	

**Table 4.0 Progress Report on Implementation of College Consultancy Policy and Operational Guidelines**

Strategic Objectives	Planned		Achievements			Planned Remedial Action
	Activity	Budget	Actual Expenditure	Deviation	Reasons for Deviation	

**5.1.2 Evaluation**

Evaluation refers to periodic and summative assessment of the external efficiency and effectiveness of the Consultancy Policy and Operational Guidelines. This is done using monitoring data. Strategic objectives constitute specific aspects of evaluation of the policy.

Two types of evaluation shall be conducted after every two years using evaluation team which is internal to the College appointed by the College Management. The management shall prepare ToRs for the two types of evaluation. Feedback shall be used to improve the strategic planning process. Other than a tabular report as in Table 5.0 below, evaluators shall be expected to provide a narrative report.

**Table 5.0 A Tool for Evaluation of Strategic Plan Impact**

<b>SN</b>	<b>Objective</b>	<b>Strategy</b>	<b>Planned Indicator</b>	<b>Achieved Indicator</b>	<b>Impact Assessed</b>

## **5.2 Implementation of Monitoring and Evaluation**

CBE-CB Manager shall have the overall responsibility for monitoring and evaluation of the strategic plan and consultancy activities in general. The manager shall ensure that monitoring and evaluation abides by a participatory approach. Various staff and stakeholders directly involved in the implementation of the strategic plan have to participate in monitoring and evaluation exercise.

The outputs of monitoring and evaluation processes shall be discussed for participatory decision making related to CBE-CB from the lowest to highest levels of the College management hierarchy. The outputs shall also constitute feedback to all staff so that they may improve their efforts towards addressing the vision and mission of the CBE-CB.

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