

INSTITUTE OF RURAL DEVELOPMENT PLANNING



CONSULTANCY AND SHORT COURSES POLICY AND OPERATIONAL PROCEDURES

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FOREWORD

As an institution charged with the responsibility to carry out advisory services among others, the Institute of Rural Development Planning (IRDP) has an overarching role of creating a conducive environment for staff to undertake the requisite consultancy, short courses and outreach services. To achieve this role, IRDP has developed a policy document that will assist the Institute to meet its obligation of providing consultancy, short courses and outreach services on matters of development planning. The essence of consultancy lies in its twin activities of helping an organisation develop solutions to problems and resolving complex issues.

It is the view of the Institute that, as players in the higher education sector, we must be in tandem with national and global opportunities and challenges which demand knowledge-based services. Reflecting the spirit of competitiveness, our Institute has to compete with other institutions of higher learning and consulting firms within and outside the country. At the same time, we appreciate the fact that consultancy is a beneficiary of growing collaboration. However, an organisation that cannot develop its strength while nurturing a distinct identity will clearly decline in its competitive environment. It is in this spirit that, this policy is developed so as to facilitate the Institute and staff members to exercise to their potential in their role of providing advisory services to the public.

On this basis, this document serves as a tool for achieving the Institute's objectives, functions and mandate that are stipulated in the Institute of Rural Development Planning Act CAP 174 and in its Strategic Plan. It is prepared in order to set a framework and strategic directions for provision of consultancy services and short courses. The success of this obligation will, however, require sacrifice, hard work, self-discipline and determination. I am confident that the IRDP community will live up to these ideals in order to make the Institute competitive and instrumental in providing knowledge and skills required to steer the country towards achieving the desired economic and social goals.

Let us all commit ourselves to the realisation of our vision and continue working together in order to build our Institute and the nation at large.

Prof. Hozen Mayaya
Rector

EXECUTIVE SUMMARY

IRDP established the Department of Research and Consultancy in 2004 in order to set policy directives and coordinate all activities related to research, consultancy, short courses and publications. Consultancy is one of the core functions of the Institute that requires policy directives.

To guide functioning of the Department of Research and Consultancy (DRC) the Institute published for the first time the first consultancy policy and operation procedures in 2013. Implementation of the 2013 consultancy policy faced a number of challenges including; marketing and pricing of activities, lack of consultancy registration system, charging institutional fee from hard to determine consultancy fee, VAT and other tax payments, signing of agreements with clients, distribution of institution fee among coordinating units, stiff competition in bidding and provision of advisory services, lack of partnership with external consulting firms, inadequate capacity to engage in big turn over consultancy activities, and low rate of staff engagement in consultancy activities.

Consultancy and non-consultancy work

Consultancy work refers to any activity conducted by a person or a team of experts for the purpose of generating an income that the Institute can use to supplement its operational budget. Such activities cover provision of expert advice, analysis, evaluation, planning, research, baseline survey and interpretation by IRDP staff as experts in specified areas.

Activities related to hiring IRDP facilities, working as external examiners, working as editors of books or journal, presenting papers or reports in conferences/symposium, authoring a book or book chapter, being a panel or committee member, being an appointed board member of any organisation or firm, acting as a mentor and the like are not regarded as consultancy works.

Eligibility of consulting at IRDP

Any IRDP staff can undertake consultancy activity in his/her area of expertise at any time and for varying number of days provided that, the activity is registered by the DRC/DRARC office and that, the assignment does not affect the consulting person's core responsibilities at IRDP.

Approval and Contracting

Based on the laid down procedures in this policy, DRC shall establish Consultancy Registration System (CRS) for registration and control of consultancy activities.

The Rector will sign all Contracts for Institutional solicited works. Consulting individuals shall sign contracts for individual solicited consultancy works. Consulting team leader through head of DRC shall prepare progress reports on monthly basis and submit to the DRARC office.

Application and scope of the policy

This policy document applies to all IRDP staff, both academic and non-academic. The policy covers all activities defined by this policy as consultancies.

This IRDP Consultancy and Short Courses Policy has taken into account findings by the policy review committee that focused on learning best practices from other higher learning institutions. Such findings include managing consultancy activities, marketing, registration system and certification, charges and taxes, capacity building, benefit sharing and quality assurance.

The need for reviewed policy and justification of the same base on the fact that, IRDP Consultancy and Short Courses Policy aims to encourage IRDP staff to engage in consultancy activities, provide mechanism to guarantee quality in advisory services, encourage IRDP staff to register solicited consultancy activities, ensure consultancy activities generate sufficient revenue to support IRDP activities such as capacity building, and provide support to consulting staff in soliciting and undertaking consultancy activities.

IRDP believes that, this reviewed policy will enable smooth managing and undertaking of consultancy activities, hence, significantly contributing towards achieving the Institute's Vision and Mission.

LIST OF ACRONYMS AND ABBREVIATIONS

CBOs	Community Based Organisations
CF	Consultancy Fee
DRARC	Deputy Rector Academics, Research and Consultancy
DRC	Department of Research and Consultancy
DRPFA	Deputy Rector Planning, Finance and Administration
Eoi	Expression of Interest
IRDp	Institute Rural Development Planning
LGAs	Local Government Authorities
MoU	Memorandum of Understanding
NGOs	Non-Governmental Organisations

CHAPTER ONE

INTRODUCTION

1.1 Background Information

The Institute of Rural Development Planning (IRDP) is a corporate body established by the Act of Parliament CAP 174. IRDP was established as a corporate body and an important National Centre for providing training, research and consultancy services in the field of rural development planning.

The IRDP strategic plan 2021/2022 – 2025/2026 emphasizes on the need for the Institute to strengthen its capacity to generate income through research, investment and professional functions. These functions need a defined system of management in order to derive maximum advantages for the Institute and the society at large. The above notwithstanding, a policy framework relating to provision of advisory services was until this document not yet revised since 2013.

At its 63rd meeting held in July 2019, the IRDP Governing Council instructed the review of Consultancy and Short Courses Policy due to inconsistencies in Institutional fees charged. The IRDP's management appointed a committee comprising of academic members of staff to review the policy. The committee was directed to consult various higher learning institutions to learn and gain best practices on managing and implementing consultancy activities. The committee organised debriefing

meeting which developed the methodology and the tool to undertake the assignment as per the terms of references provided

This policy document has been reviewed with an understanding that in the present globalised world, the competition is increasing and the survival of any institution depends on its competences. Therefore, there is a great need to develop mechanism for ensuring excellence in the provision of advisory services. A number of areas have been expanded considerably, spanning from management, capacity building, marketing, registration, pricing and benefit sharing to monitoring and evaluation. It is hoped that this policy document will play a crucial role of facilitating optimal provision of advisory services.

1.2 IRDP Vision, Mission and Guiding Principles

1.2.1 Vision

To be a centre of excellence in planning for sustainable development.

1.2.2 Mission

To conduct quality training, research and consultancy services for public and private sectors through effective and efficient use of resources to enhance planning for sustainable development with emphasis to rural areas.

1.2.3 Guiding principles

In line with the IRDP's vision and mission, the main principles guiding the Institute's day-to-day operations include integrity and accountability, respect for the individual, effectiveness, efficiency, participatory management and continuous learning.

1.3 Rationale for Policy on Consultancy and Short Courses

Justification of the Consultancy and Short Courses Policy is drawn from the significance of advisory services and knowledge transfer to development practitioners at their work places. The policy is reviewed on the understanding that having a clear and comprehensive policy document would clarify required procedures in the course of providing advisory services and conducting short courses. Also, consultancy and short courses are important means to create resources which assist implementation of core activities of the Institute. Thus, the Institute seeks to promote consultancy and short course activities within the framework of this policy and aims to use these activities to add value to research and teaching undertakings.

IRDP is therefore, committed to support members of staff to seize and use available and new consultancy and short course opportunities for the betterment of the Institute capacity, that is teaching, research, and revenue generation. Improved provision of these services will enhance collaboration between the Institute and external organisations. Through collaborations

the institute will gain a number of benefits including increase in research opportunities, student recruitment and field placement.

1.4 Objectives of the Policy

1.4.1 Main objective

The overall objective of Consultancy and Short Courses policy is to promote and provide the framework for efficient undertaking of consultancy and short course activities.

1.4.2 Specific objectives

Specifically, the policy intends to achieve the following objectives: -

- i. To set appropriate management and coordination systems and procedures for governing consultancy and short course services.
- ii. To promote consultancy and short course services to the public and private sectors with the aim of solving problems related to development and other fields.
- iii. To provide guidance of how the knowledge gained from consultancy and short course services can be used to enhance teaching and research.
- iv. To set principles and procedures governing pricing and sharing of benefits accrued from consultancy and short courses.

- v. To establish new and strengthen existing partnerships and networks for expansion of consultancy opportunities and marketing of short course services.
- vi. To develop effective management information system and maintain monitoring and evaluation framework for sustainable institutional capacity in providing consultancy and short course services.
- vii. To develop efficient system of registering consultancy activities for monitoring and resource control purposes.

1.5 Scope of the Policy

This Consultancy and Short Courses Policy shall apply to all IRDP staff including academic and non-academic staff in all directorates, departments, units and Zonal Centres and related sections such as administration unit and library engaging in provision of consultancy services and any other person who offer such services using IRDP identity and resources. Therefore, this policy will guide IRDP in the conduct of consultancy and short course services at all levels and across spectrum.

CHAPTER TWO

POLICY CONTEXT, STATEMENTS AND STRATEGIES

2.1 Consultancy Services

2.1.1 Management of consultancy services

a) Context

The Department of Research and Consultancy (DRC) is responsible for management of consultancy assignments and short courses at IRDP. However, there is no clear link between DRC, other academic departments and centres in operationalising advisory services. Besides, the existing policy on advisory services to clearly guide staff members is out of date. This situation limits the institute's opportunities of fully utilizing its capacity in efficiently carrying out advisory services. This situation also limits communication between the Institute and the clients. In addition, resources for enabling the undertaking of the bidding process are inadequate.

b) Policy statement

IRDP shall restructure the management of consultancy services for effective coordination and undertaking of advisory services.

c) Strategies

- i. To review the management structure related to provision of consultancy services including decentralization of those activities.
- ii. To increase support to the DRC in terms of physical and financial resources.

2.1.2 Capacity building, gender and enhancement of consultancy skills

a) Context

Capacity building is necessary in improving growth and sustainability of consultancy services at IRDP. The Institute is rich in members of staff both male and female with various professional backgrounds and experiences which enable them to carry out consultancy services. However, there is no smart platform for sharing experiences gained in consultancies among members of staff. On the other hand, there is no plan for induction of consultancy expertise to staff members with limited experience. Moreover, IRDP does not have an alternative forum for integrating knowledge and experience gained through consultancies into teaching and research for improvement of theoretical base at the Institute. In addition, a small proportion of academic staff is a member of professional bodies. It is the view of this policy to consider gender and junior staff in providing consultancy activities to various clients.

b) Policy statements

- i. IRDP shall strengthen platforms for sharing experience gained in consultancy among members of staff.
- ii. IRDP shall encourage inexperienced members of staff to undertake consulting services.
- iii. IRDP shall establish a forum for integrating knowledge and experience gained through consultancy activities.
- iv. IRDP shall consider gender and engagement of junior staff in consultancy assignments.

c) Strategies

- i. To establish and promote platform for sharing knowledge and experience with regards to consultancy services among members of staff.
- ii. To ensure that consultancy experience is translated into teaching and research.
- iii. To ensure that members of academic staff are encouraged to engage in consultancies and join professional bodies.
- iv. To engage junior, male and female staff in writing expression of Interest (Eol) and Technical Proposals(TP) and in undertaking consultancy activities.

2.1.3 Marketing of consultancy services

a) Context

Emergence of institutions, private firms and individuals dealing with consultancy services similar to those of IRDP poses a challenge in securing consultancy assignments. At the same time, IRDP has not adequately explored new opportunities such as those involving organisational systems, expatriate oriented assignments and those commissioned by international organisations or donor funded projects. On the other hand, the consultancy profile of IRDP is not regularly updated, and this limits opportunity of winning consultancy assignments in the already competitive market.

b) Policy statements

- i. IRDP shall establish strategic collaboration with various institutions, firms and individuals involved in providing advisory services.
- ii. IRDP shall develop lobbying skills and strategies among staff members for winning consultancy assignments.
- iii. IRDP shall focus on quality output in all consultancy and advisory services.
- iv. IRDP shall regularly update its consultancy profile.

c) Strategies

- i. To develop a mechanism of obtaining updates of consultancy opportunities from potential clients.
- ii. To establish a database of clients who previously received services from IRDP for continued networking.
- iii. To develop and publish IRDP expertise profile on IRDP website.
- iv. To develop and update organisation systems and tools used in development planning and management.
- v. To develop and update staff capacity on the use of systems and tools used in development planning and management.
- vi. To acquaint IRDP staff on marketing skills and strategies for securing consulting activities.
- vii. To encourage members of staff to register in relevant professional societies and bodies.
- viii. To deliver to the clients' satisfaction level.

2.1.4 Pricing, charges and sharing benefits

a) Context

Pricing and sharing benefits are crucial in any consultancy assignment. At IRDP, however, evaluation as to whether a particular assignment covers opportunity cost is not done, and for this reason, some assignments are likely to be indirectly receiving subsidy from the Institute as they do not cover the

Institute's opportunity cost. All consultancy activities will be registered and charged Institutional fee.

b) Policy statement

IRDP shall comply with governing laws and regulations of the country regarding taxation and ensure optimal pricing and sharing of Consultancy benefits.

c) Strategies

- i. To develop mechanism for pricing consultancy assignments.
- ii. To establish robust consultancy registration system.
- iii. To issue certificate for registered consultancy activities.
- iv. To charge 10% Institutional fee of the contract sum for Institute solicited consultancy activities.
- v. To charge 5% Institutional fee of the contract sum for individual solicited consultancy activities.
- vi. To ensure that Institutional fees for consultancy activities carried out in collaboration with other institutions are distributed among the consortium partners in proportionate to the level of effort or as agreed upon on the Memorandum of Understanding (MoU).

2.2 Short Course Services

2.2.1 Management of short course services

a) Context

Short course activities are coordinated at the Institute level by the Department of Research and Consultancy. Operation of these activities in other academic departments and centres is not clearly linked. In addition, networking and collaboration between IRDP and other institutions in conducting short courses is limited, and therefore delivery of short courses is generally ineffective. There are also minimum efforts to design new courses and to review regularly those developed. This situation limits the Institute's competitiveness for new avenues for short courses. Besides, the operation of short courses is faced with limited physical and financial resources.

b) Policy statement

- i. IRDP shall strengthen institutional framework for coordinating and managing short courses.
- ii. IRDP shall decentralise short course activities to academic departments and Zonal centres.

c) Strategies

- i. To establish proper coordination of short courses.
- ii. To encourage members of staff to design new short courses.

- iii. To review designed short courses regularly.
- iv. To provide adequate resources for handling short courses.
- v. To establish and strengthen networking with potential institutions inside and outside the country.
- vi. To develop mechanism for engaging academic departments and centres in short course activities.

2.2.2 Capacity building of members of staff on short course

a) Context

IRDP has a limited members of staff with capacity to design short course that attract clients. As a result, fewer individuals are involved in carrying short courses and there is no forum for sharing knowledge and skills of running short course. In general, there is low capacity of lobbying among members of staff.

b) Policy statement

IRDP shall build capacity of staff members for effective designing of attractive programmes for short courses.

c) Strategies

- i. To equip members of staff with capacity to design short course programmes and effective facilitation skills.

- ii. To establish and support platform for sharing knowledge and experience of conducting short courses.

2.2.3 Marketing of short courses

a) Context

The marketing of short courses is faced with rising competition from other institutions, firms and individuals undertaking similar assignments to those offered by IRDP. For this reason, the share of short courses at the Institute has been declining. This situation calls for a more rigorous marketing strategies including reviewing designed short courses to meet current demands.

b) Policy Statement

IRDP shall develop marketing strategies to increase opportunities for short courses.

c) Strategies

- i. To create more links between IRDP and potential clients.
- ii. To review and develop market oriented short courses.
- iii. To develop marketing strategies for short courses.

2.2.4 Pricing and sharing benefits

a) Context

Pricing of short courses is often not motivating for members of staff to engage in undertaking this activity. There is also no clear rewarding system of various players involved in provision of short courses including for example reward for individuals who have directly and/or indirectly been involved in securing and running a short course. In addition, there is no clear rate of institutional fee and the Institute has no mechanism of assessing value for money of running short courses. Under such circumstances there are possibly incidences of running a course which does not cover the opportunity cost especially when participants are few.

b) Policy statement

- i. IRDP shall motivate members of staff to conduct short courses.
- ii. IRDP shall establish a framework for equitable benefit sharing.

c) Strategies

- i. To establish a clear structure of pricing of short courses.
- ii. To develop mechanism of fair distribution of benefits accrued from short course activities.

- iii. To develop operational procedures for pricing short course cost.
- iv. To charge 20% Institutional fee of the total funds raised through short courses, or any sort of training as short course fee.

2.3 Non-consultancy Projects

2.3.1 Management of projects

a) Context

Grants and projects are coordinated at the Institute level by the Department of Research and Consultancy. Unlike other consultancy activities projects have no consultancy or professional fees for the use of the Institute's staff and other properties. In addition, some of the projects do not directly contribute to the development of the Institute or capacity building of its staff. This denies the Institute the potential revenue that would be charged to cover the opportunity cost for the use of staff and other properties.

b) Policy statement

- i. IRDP shall strengthen institutional framework for coordinating and managing projects that are not consultancies.

- ii. IRDP shall set a mechanism to charge projects that are not consultancies and are not directly contributing to the development or capacity building of the Institute.

c) Strategies

- i. To establish proper coordination and management of non-consultancy projects.
- ii. To establish a framework for equitable sharing of benefits of non-consultancy projects.
- iii. To establish and strengthen networking with potential institutions and development partners inside and outside the country.

2.3.2 Pricing and sharing benefits of non-consultancy projects

a) Context

Other institutions and development partners use the Institute's staff for their projects in an arrangement other than contracted consultancy works. Nonetheless, pricing of projects in such arrangement is not provided for by the Institute. There is also no clear mechanism or procedure of charging projects that are not consultancies and are not contributing to the development or capacity building of the Institute. Under such situation there are possibilities of being involved in projects that do not add value to the Institute.

b) Policy statement

IRDP shall establish a framework for distinguishing consultancy and non-consultancy projects for proper pricing.

c) Strategies

- i. To establish a clear structure of pricing of non-consultancy projects.
- ii. To charge 10% Institutional fee of the total budget for non-consultancy projects.
- iii. To impose an honorarium (as determined by DRARC depending on the nature of the assignment) to be given to staff involved in non-consultancy projects that do not pay professional fees.

2.4 Public Services

2.4.1 Management of public services

a) Context

The staff of the Institute may offer services to the public that are not part of consultancy or non-consultancy projects including:

- i. External examination to other institutions.
- ii. Member of Professional national and international bodies.

- iii. Research Assessment panel by other institutions of higher learning.

b) Policy statement

IRDP shall set a mechanism and a database to encourage staff to disclose their membership to professional bodies and to declare services that they offer to the public.

c) Strategies

- i. To establish a procedure for registering public services.
- ii. To establish a system of acknowledging staff who provide public services to the government or other institutions.

2.4.2 Pricing of public services

No Institutional fees will be charged for public services.

CHAPTER THREE

OPERATIONAL PROCEDURES

This Chapter provides details of operational procedures governing implementation of consulting activities and short courses. Financial arrangements related to these two activities are also indicated.

3.1 Consultancy Services

3.1.1 Management of Consultancy Services

- i. The office of the Deputy Rector Academics, Research and Consultancy (DRARC) through the Department of Research and Consultancy (DRC) shall coordinate and manage consultancy activities across the Institute, Departments and Centres.
- ii. The DRC shall establish a system to ensure access and utilisation of consultancy information both in electronic and print formats.
- iii. The Departments and Zonal Centres shall ensure the availability of members of staff for facilitation of consultancy services and short courses.
- iv. Consulting team will take into account of both senior and junior staff for institutional solicited consultancy activities

3.1.2 Use of Consultancy Services to Build Capacity and Enhance Teaching and Research

- i. Directors of Zonal Centres and Heads of Academic Departments shall put in place mechanisms for the dissemination of consultancy experiences through public seminars, teaching manuals and publication.
- ii. The DRC shall organize public presentations of consultancy output to stakeholders.
- iii. Directors of Zonal Centres and Heads of Academic Departments shall require individual staff members to demonstrate how the consultancy work they have been engaged has been used to improve teaching materials and/or processes.
- iv. The DRC shall require and support all consultants to register with their respective professional bodies.
- v. The DRC shall ensure quality of undertaken consultancy activities to ensure the contribution of consultancy to teaching and research.

3.1.3 Marketing of Consultancy Capacity of IRDP

- i. The office of Deputy Rector – Academics, Research and Consultancy through DRC shall set up a system for the identification of new consultancy assignments in the country and elsewhere in the region.
- ii. The DRC shall equip staff with entrepreneurship skills to enhance their marketing skills.

- iii. The DRC shall continue promoting the consultancy capacity of the Institute at national and international exhibitions.
 - iv. The DRC shall take measures to stimulate consultancy interest among junior and other staff members who have limited experience in consulting.
- 2 The DRC shall promote joint bidding in collaboration with consultants from other institutions.

3.1.4 Application and Approval Process for Consultancy Service

The Department of Research and Consultancy shall provide administrative support in the creation of a consultancy application and shall further ensure that all relevant and appropriate authorisation is provided before the consultancy application can proceed.

- i. Consultancy is valued as important activity within IRDP and approval by the relevant authorities shall not unreasonably be withheld. However, in the interest of the Institute, relevant authority may withhold consent.
- ii. In such instances, and if a member of staff feels he or she has been unfairly prevented from undertaking a consultancy opportunity, he or she may refer the matter to the Head-Department of Research and Consultancy who shall attempt to resolve the matter. In the unlikely event of this being unresolved at that point it may then

be referred to the Deputy Rector-Academics, Research and Consultancy.

3.1.5 Contractual Arrangements and Signing

- i. A member of staff entering into contractual arrangements for the supply of consultancy services must discuss the drawing up of any agreements or contracts with the Office of the Head of Department of Research and Consultancy and the Head of Legal Unit of the Institute before entering into commitments. This is a requirement of this policy and it is in the professional interests of the member of staff and the Institute at large.
- ii. The advice and support of the Office of Head of Department of Research and Consultancy shall enable a member of staff to offer professional terms and conditions in advance to third parties and thus ensure the successful delivery of projects enhancing their own and the Institute's reputation. Contractual problems, disputes or disagreements are best avoided by clear terms and conditions setting out the financial arrangements and service delivery commitments.
- iii. Signing of the contracts shall be guided by IRDP regulations, which prescribe that the execution of contracts on behalf of the Institute shall be by the Rector or Deputy Rector Academics, Research and

Consultancy (DR-ARC) or Deputy Rector Planning Finance and Administration (DR-PFA) or such other officer of the Institute as the Rector may appoint on behalf by the way of Power of Attorney.

3.1.6 Contract Costing and Pricing

- i. Office of the Head of Department of Research and Consultancy shall provide advice on the pricing of contracts and will help the member of staff to ensure that this takes account of the prevailing market and competitive conditions.
- ii. Consultancy projects must be accurately priced to ensure staff and equipment overheads are appropriately covered.
- iii. USD 0.45 will be charged per kilometre as wear and tear for the use of IRDP vehicles excluding fuel and driver or as determined by the Institute's transport policy. However, the Rector may determine an appropriate rate depending on the nature of the assignment.

3.1.7 Financial Arrangements for Consultancy Services

There will be various fees that are to be paid to the Institute and the rates shall be determined from time to time by the governing body.

3.1.7.1 Consultancy fees

Consultancy activities are to be conducted on a fee for service basis. The Institute shall receive 10 percent of the gross payment for Institute's solicited consultancy activities and 5 percent of the gross payment for individual solicited consultancy activities. The consultancy fee (CF) shall be paid into a named Institute account.

3.1.7.2 Institutional fee

- i. All salaried IRDP staff that are involved in provision of consultancy services to clients or coordinating implementation of project/s and are paid monthly salaries/allowances by project/s shall be required to pay institutional fee.
- ii. Institutional fee shall be paid at a rate of 10 percent of the contract sum for Institute solicited activities and 5 percent of the contract sum for individual solicited activities.
- iii. If a project budget has a component of institutional fee, the fee shall be set at 10 percent of the total project budget and all staff involved in the project shall not be eligible for paying institutional fees or project related fee.
- iv. The rate of the project related fee/institutional fee shall be determined from time to time by the IRDP governing body.

3.1.8 Payment modality by clients

Under normal circumstances, payment modalities shall be as agreed in the contract by the Institute and the client. This will most likely differ from one client to the other. It is however, important for the Institute to negotiate for a first payment that will cover the reimbursable so that the assignment can be conducted smoothly.

3.1.9 Consortium of consultants

Consultants may associate with each other from IRDP Department or other Institutions to form a consortium to complement areas of expertise, or for other reasons. Such an association may be for the long term (independent of any particular assignment) or for a specific assignment. The consortium may take the form of a joint venture or of a sub consultancy. In case of a joint venture, all members of the joint venture shall sign the contract and shall be jointly and severally liable for the entire assignment. The collaboration shall be made by mutual agreement based on the Memorandum of Understanding (MoU) spelling out clearly the role and responsibilities of both parties in the assignment. MoU should specify which party will be the leader, how funds shall be received and shared. Unless stated otherwise in the MoU, Institutional fee will be distributed among the consortium partners in proportionate to the level of effort.

3.1.10 Compliance

In undertaking consultancy services, all relevant laws and Institute's regulators and by-laws shall be strictly observed. All IRDP consultants shall abide by the "statements of ethics and/or anti-bribery and corruption of the Institute. They shall also use the same in all consultancy assignments during bidding and implementation.

It is also not allowed for any IRDP member of staff to solicit and implement consultant assignment using the Institute name on individual/personal basis without prior consent of the Institute's responsible authority. If found such a staff shall be punished under National Public Services regulations as well as IRDP staff rules and regulations. Failure to comply with this Policy shall constitute a disciplinary offence under the Institute's Statutes and Ordinances.

3.2 Short Courses

3.2.1 Management of Short Courses

- i. The office of the DRARC through the Department of Research and Consultancy shall coordinate and manage short course activities across the Institute/Department/Centres.
- ii. DRC shall establish a system to ensure access and utilisation of short course materials both in electronic and print formats.

- iii. Department/Centres shall ensure availability of members of staff for facilitation of short courses.

3.2.2 Use of Short Courses in Building Capacity and Enhance Teaching and Research

- i. The DRC shall require and support all consultants to register with their respective professional boards.
- ii. Directors of centres and Heads of academic departments shall put in place mechanisms for the dissemination of consultancy experiences through public seminars, teaching manuals and publications.
- iii. DRC shall organise public presentations of consultancy outcomes to stakeholders.
- iv. Directors of Centres/ Head of departments shall require that individual staff members engaged in short course assignment uses it to improve teaching materials and/or processes.
- v. Quality assurance will be carried out to ensure the contribution of consultancy and short course to teaching and research.

3.2.3 Marketing of Short Courses

- i. The DRC shall set up a system for identification of short course participants in the country and elsewhere in the region.
- ii. The DRC shall equip staff with entrepreneurship skills to enhance short course marketing skills.

- iii. The DRC shall promote delivery skills of short courses of the Institute's academic staff
- iv. The DRC shall take measures to stimulate interest among junior and other staff members to develop and delivery of short courses
- v. IRDP shall put a mechanism to reward individual staff who assist the Institute to solicit clients/customers for short courses.

3.2.4 Contract costing/pricing

- i. The office of the Head of Department of Research and Consultancy shall provide advice on the pricing of contracts so as to ensure that this takes account of the prevailing market and competitive conditions.
- ii. Short courses must be accurately priced to ensure staff and equipment overheads are appropriately covered.
- iii. Individual staff who assists the Institute to solicit clients/customers for a short course shall be paid an incentive not exceeding 10% of the contract sum after deducting the Institutional Fee and the operational costs of the course. This will be done based on prior written notice that this individual is working to bring a short course at IRDP.

3.2.5 Financial Arrangements for Short Course and Consultancy Assignments

There shall be various fees that are to be paid to the Institute and the rates shall be determined from time to time by the governing body. The income earned from short courses shall be shared between the implementing institution and staff, which is the Institute of Rural Development Planning main account and the facilitator/s. The fees are classified as fee and institutional fee.

3.2.6 Institutional fee

There shall be fees for the short courses conducted by IRDP staff. The fee shall be 20% of the total funds raised through short courses, or any sort of training as short course fee. The rate of the short course fee shall also be determined from time to time by the IRDP governing body. All short courses conducted at the client's premises outside IRDP shall be treated as consultancy services.

3.2.7 Payment modality by clients

Under normal circumstances, payment modalities shall be as agreed in the contract by the Institute and the client. This will most likely differ from one client to the other. It is however, important for the Institute to negotiate for a first payment that will cover the reimbursable so that the assignment can be conducted smoothly.

3.2.8 Consortium of Short Course Delivery

Short course developers and /or facilitators may associate with each other from IRDP Department or other Institutions to form a consortium to complement their respective areas of expertise, or for other reasons. Such an association may be for the long term (independent of any particular assignment) or for a specific assignment. All members of the joint venture shall sign the contract and shall be jointly and severally liable for the entire assignment. The collaboration shall be made by mutual agreement based on the Memorandum of Understanding (MoU) spelling out clearly the role and responsibilities of both parties in the assignment. MoU should specify which part will be the leader, how funds shall be received and shared.

3.2.9 Signing of Contracts for Short Courses

Signing of the contracts shall be guided by IRDP regulations, which prescribe that the execution of contracts on behalf of the Institute shall be by the Rector, or Deputy Rector Academics, Research and Consultancy (DRARC) or Deputy Rector Planning Finance and Administration (DRPFA) or such other officer of the Institute as the Rector may appoint on behalf by the way of power of attorney.

3.2.10 Compliance

In undertaking short course/s, all relevant laws and Institute's regulations and by-laws shall be strictly observed. All staff

conducting short courses shall abide by the “statements of ethics and/or anti-bribery and corruption of the Institute. They shall also use the same in all short course’s bids and implementation.

It is not allowed for any IRDP members of staff to solicit and implement short course assignments using the Institute name on individual/personal basis. If found such a staff shall be punished under National Public Services regulations as well as IRDP staff rules and regulations. Failure to comply with this Policy shall constitute a disciplinary offence under the Institute’s Statutes and Ordinances.

3.3 Non-consultancy Projects

3.3.1 Management of non-consultancy projects

- i. The office of the Deputy Rector Academics, Research and Consultancy through the Department of Research and Consultancy (DRC) shall coordinate and manage non-consultancy projects across the Institute, Departments and Centres.
- ii. The Departments and Centres shall ensure the availability of members of staff for facilitation of consultancy and short course.
- iii. DRC will advise the DRARC on the amount of honorarium to be paid to staff who participate in a non-consultancy project.

3.3.2 Contract Costing and Pricing

- i. The office of DRARC in consultation with DRC shall determine the nature of contribution if any of non-consultancy projects to IRDP for the purpose of determining whether or not a 10% Institutional fee is applicable.
- ii. The office of the Head of Department of Research and Consultancy shall provide advice on the pricing of contracts and will help the member of staff to ensure that this takes account of the prevailing market rates.
- iii. Non-consultancy projects must be accurately priced to ensure staff and equipment overheads are appropriately covered.
- iv. An Institutional fee of 10% of the total budget will be charged for the use of staff and other properties excluding vehicles which will be charged separately based on mileage.
- v. USD 0.45 will be charged per kilometre as wear and tear for the use of IRDP vehicles excluding fuel and driver or as determined by the Institute's transport policy. However, the Rector may determine an appropriate rate depending on the nature of the project.

- vi. The office of DRARC in consultation with DRC will determine a certain amount of honorarium to be given to IRDP staff who participate in a non-consultancy project that does not pay professional fees.

3.4 Management of Public Services

- i. The office of the Deputy Rector Academics, Research and Consultancy through the Department of Research and Consultancy (DRC) and Centres shall establish a register of IRDP staff who provide various services to the public.
- ii. No Institutional fees or other charges will be imposed on staff who provide such services to the public including the Government and other institutions of higher learning.

CHAPTER FOUR

MONITORING AND EVALUATION

4.1. Overview

Monitoring and evaluation are critical for developing objective conclusions regarding the extent to which services can be judged as to whether the implementation thereof was on track, or corrections and improvements is needed in order to achieve intended goals. Monitoring and evaluation together provide the necessary information to guide strategic planning and identifying better ways of delivering services. It is also a basis for identifying and documenting successful approaches and increasing efficiency and effectiveness of implementation of service delivery.

4.2 Monitoring and evaluation of consulting services

Provision of consultancy services is one of the core functions of IRDP. However, the manner in which this function is provided is not adequately monitored and evaluated. The Institute has experienced shortcomings in soliciting and delivery of consulting activities through its machinery as well individual members of staff. In the process, there are incidences of providing consulting services of low standard especially when such services are secured by individuals. This situation deprives future possibilities of winning consultancy assignments.

Therefore, implementation of consultancy services will be monitored and evaluated in order to ensure that objectives of the policy are achieved. Consultants shall be required to submit progress and final reports of their assignments as stipulated in the terms of References to the Department of Research and Consultancy for scrutiny. The Institute's Research Committee shall monitor and evaluate the quality of the delivered consultancy assignment. Completed forms of evaluation by clients/participants will be useful in tracking performance of consultants.

4.3 Monitoring and evaluation of short courses

IRDP emphasizes on conducting short courses. It is for this reason that the Institute has designed over twenty short courses. Nonetheless, the Institute has no clear mechanisms to oversee the execution of these courses. Neither are there means to receive feedback from clients. In addition, there are limited resources to assess and follow up the relevancy, adequacy and demand of the short courses.

Therefore, implementation of short courses shall be monitored and evaluated in order to ensure that goals are achieved. Facilitators and trainers of short courses shall be required to submit progress final report of their assignments as stipulated on the terms of References to the Department of Research and Consultancy for scrutiny. The Institute's Research Committee shall monitor and evaluate the quality of short courses. Completed forms of evaluation by clients/participants will be

useful in tracking performance of facilitators/or trainers. The following strategies will be done for proper monitoring and evaluation of short courses:

- i. Follow up day to day activities on short courses;
- ii. Ensure that materials used for short courses are reviewed regularly;
- iii. Ensure that adequate resources are allocated for smooth delivery of short courses; and,
- iv. Develop standard mechanism for assessing delivery of short courses.

GLOSSARY

Consultancy: For the purposes of this policy "consultancy" is taken to mean the remunerated application of a staff member's professional expertise for the benefit of a third party (Client), typically an industrial, commercial, governmental, or other professional institution undertaken outside the Institute. The work might, for example, involve: advice, problem-solving, direction of research.

For the purpose of this policy, consultancy does not cover the following types of activity (1) External examining and assessment (2) Authorship of academic textbooks (3) Editorship of a professional/academic journal or publication (4) Refereeing and reviewing papers, books or grant applications (5) Office holder of a professional body (6) Contributing to broadcast media programmes (7) Outputs of the field work of students (8) Lecture tours and conference presentations or attendance.

Consultancy services: Are technical services/advice provided to clients aimed at addressing a specific issue identified by the client and carried out as per the terms of reference provided by the client. The services may include tailor made training.

Consultancy fee: is a professional fee from any consultancy work that the staff of IRDP has conducted either using the name of the Institute or any other institution of which the staff has utilized the working hours that could be used by IRDP.

Institutional fee: Is a professional fee payable to the Institute to compensate the time of engaging IRDP staff in providing consultancy services or coordinating a project which has salary/allowance component to staff involved in. **“Institute”** means Institute of Rural Development Planning.

“Institute solicited consultancy” means Consultancy provided through a contract entered into by the Institute or one of its subsidiaries with a third party, in which the Consultancy will be performed by a Staff Member within his or her area of academic, research or administrative expertise. This Consultancy is supported by the Institute and may involve the use of Institute resources.

“Individual consultancy” means Consultancy undertaken in the strictly personal and private capacity of the Consultant with no use of the Institute’s resources and no use of the Institute’s name.

Level of effort means the number of labour units required to complete an assignment. It is usually expressed as either time units (*e.g.* hours, days, months) or monetary value. For the purpose of this policy, the level of effort as applied in consortium consultancies refers to the labour units (man-hours or man-days) or the proportion of payment to the staff of each consortium partner.

Staff means Academic Staff, Administrative Staff and Technical Staff (including full time and part time) employees contracted by

the Institute to perform the duties in the course of their employment as defined by the Institute.

Short courses: Are short term (from one day to six months) training programs designed and run by IRDP and collaborators within IRDP premises. Short courses conducted at the client's premises outside IRDP are treated as consultancy services.

REFERENCES

College of Business Education (CBE) Consultancy Policy and Operational Procedures, 2019

IRDP Consultancy and Short Courses Policy, 2013

IRDP Strategic Plan 2021/2022 – 2025/2026

Mzumbe University Short Courses and Consultancy Services Policy, 2018

Sokoine University of Agriculture Consultancy Policy, 2021

University of Dar es Salaam Consultancy Policy and Operational Procedures, 4th edition, 2017