

MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES

**DIRECTORATE OF RESEARCH, PUBLICATION AND
INNOVATION**



**CONSULTANCY BUREAU POLICY AND OPERATIONAL
PROCEDURES**

October 2025

CONTACT

DRPI

TABLE OF CONTENTS

1.	INTRODUCTION	1
1.1	Background	1
1.2	Purpose and Context.....	1
1.3	Policy Objectives	2
1.4	Rationale	3
1.5	Scope of the MUHAS-CB Policy and Procedures.....	4
1.6	Relevant Government Policies and Legislation.....	4
1.7	Types of Consultancies.....	5
1.7.1	Internal Consultancy	5
1.7.2	External Consultancy.....	5
1.7.3	Individual/Private Consultancy	5
1.8	Evening and Part-time Teaching Programmes.....	6
2.	SWOT ANALYSIS	7
2.1	Strengths	7
2.2	Weaknesses	7
2.3	Opportunities	7
2.4	Threats	8
3.	OBLIGATIONS OF UNIVERSITY AND STAFF	9
3.1	The University Obligations	9
3.2	Employee obligations.....	9
3.3	Conflict of interest	10
4.	STRUCTURE	11
4.1	Organization of MUHAS-CB	11
5.	POLICY ISSUES, STATEMENTS AND PROCEDURES.....	12
5.1	Management and Coordination.....	12
5.1.1	Policy Statement 1	12
5.1.2	Operational Procedures.....	12
5.1.3	Policy Statement 2	12
5.1.4	Operational Procedures.....	13
5.1.5	Policy Statement 3	13
5.1.6	Operational Procedures.....	13
5.1.7	Policy Statement 4	14
5.1.7.1	Operational procedures.....	14

5.2	Capacity Building.....	14
5.2.1	Policy Statement 1	15
5.2.1.1	Operational Procedures.....	15
5.2.2	Policy Statement 2	15
5.2.3	Operational Procedures.....	15
5.3	Optimal Utilization of University Resources	15
5.3.1	Policy Statement 1	15
5.3.2	Operational Procedures.....	16
5.4	Market and Marketing.....	16
5.4.1	Policy Statement 1	16
5.4.2	Operational Procedures.....	16
5.5	Strategic Collaboration and Partnership.....	17
5.5.1	Policy Statement 1	17
5.5.2	Operational Procedures.....	17
5.6	Monitoring and evaluation	17
5.6.1	Policy Statement 1	18
5.6.2	Operational procedures.....	18
5.7	Financial and Auditing Matters.....	18
5.7.1	Policy Statement 1	19
5.7.2	Operational Procedures.....	19
5.8	Collection and Sharing of Revenue	19
5.8.1	Policy Statement 1	19
5.8.2	Operational Procedures.....	19
6.	POLICY REVIEW	20
7.	QUALITY ASSURANCES OF CONSULTANCY WORK AND REPORTING.....	20
8.	APPENDICES	21
8.1	Appendix I: Operational Guidelines and Procedures.....	21
8.2	Appendix II: Consultancy Registration Certificate	28
8.3	Appendix III: Consultancy Reporting Form (To be filled by the Lead Investigator)	29
8.4	Appendix IV: MUHAS Consultancy Rates.....	30
8.5	References	31

LIST OF ABBREVIATIONS

CB	Consultancy Bureau
DPI	Director of Planning and Investment
DRPI	Directorate of Research, Publication, Consultancy and Innovation
DVC-PFA	Deputy Vice Chancellor- Planning, Finance and Administration
DVC-RC	Deputy Vice Chancellor -Research and Consultancy
MUHAS	Muhimbili University of Health and Allied Sciences
MUHAS-CB	MUHAS Consultancy Bureau
NSGRP	National Strategy for Growth and Reduction of Poverty
PFC	Planning and Finance Committee
RMC	Resource Mobilization Centre
SDGs	Sustainable Development Goals
VC	Vice-Chancellor

DEFINITION OF TERMS

For the purposes of this policy,

- a) **Business or company interests** refers to professional activity involving the staff member in a partnership or as a company director or scientific advisor and/or other business involvement arising from a staff member's professional work, qualification, academic discipline, University duties or association with the University, shareholding, proprietary or other personal interest; or other position of influence with a business or company, including with externally funded research centres or University controlled entities and spin-off companies.
- b) **Controlled entity** means an entity that would be regarded as a subsidiary or under the control of the University under the Corporations
- c) **Cost Centre Head** means the Vice-Chancellor or nominee, e.g., Deputy Vice-Chancellor, Executive Dean or nominee, e.g., the Dean of a relevant School, University Librarian, Vice-President, and Manager of any other major cost centre that the University Council may approve from time to time.
- d) **Normal University duties for academic staff** means the responsibilities as agreed from time to time by the staff member and their supervisor, with respect to teaching, research and/or creative activity, administration and service to the University, and professional activity, including service to the community. For professional staff, it means the responsibilities prescribed in the staff member's position description (previously, duty statement).
- e) **Non-professional work** means work that:
 - a) is not related to the staff member's academic discipline, University duties or association with the University; and
 - b) Does not involve a person or entity (the 'client') receiving or benefiting from the experience, professional skills and expertise attributable to, or otherwise arising from the staff member's association with the University.
- f) **Innovation:** Is new idea, method, or device uniquely identified by its novelty.
- g) **Consultancy:** The provision of expert advice, teaching¹, analysis and interpretation, which draws upon and applies the expertise and knowledge of

¹ 15% institutional overhead shall not apply to teaching consultancy.

university staff members. Consultancy is normally not expected to generate new intellectual property (IP) or

lead to academic publication but rather generate client-specific information or data that belongs to the client.

- h) **Consultancy contracts:** These are usually short-term, from a day to a few years, and involve extra work for existing staff members rather than the employment of new staff.
- i) **Consulting or consultant:** Means part-time service as a technical or professional adviser or practitioner. It involves the use of one's professional capabilities to further the agenda of a third party for personal and/ or financial gain.
- j) **Contracted Research:** Are the research work assigned to the individual members of the Institute in which staff can claim such a consultancy within the various research outputs reported annually and has the right to use it for promotion purposes.
- k) **Continuing education** refers to any post-secondary learning or programs adults pursue after formal education.
- l) **Conflict of Interest:** The term 'conflict of interest' is used to describe situations where facts or circumstances exist that would confer an actual, potential, or prospective pecuniary or other personal benefit (or appearance of same) upon a staff member or upon an associate, including a spouse, child, or more distant relative or business associate.
- m) **MUHAS Senate Committee:** This means the Senate of the University established under Regulation of the MUHAS CHARTER OF INCORPORATION.

1. INTRODUCTION

1.1 Background

The Muhimbili University of Health and Allied Sciences (MUHAS) has three major functions: teaching, research and consultancy. The research and consultancy functions are overseen by the Directorate of Research, Publications and Innovation (DRPI). This document entails the establishment of the MUHAS Consultancy Bureau (MUHAS-CB), which will guide the development and implementation of all consultancy bureaus at MUHAS. It aims to encourage and support its staff undertaking consultancy, innovation and other outside professional activity and undertakes to approve all reasonable proposals, subject to the requirements of this Policy. The MUHAS-CB aims to optimize the human (academic/research expertise) and non-academic human resources at the university to generate income for the University and its units as an effort to defray the cost of delivering quality education to its students and elsewhere (national and international). Through the MUHAS-CB, the university aims to open these resources to individuals, institutions and groups that have the capacity to unlock and optimize their potential value. The use of these assets should be parallel to the MUHAS core functions, policies, and procedures. The University recognizes that such opportunities to make the skills, knowledge, innovations and expertise for which staff are employed by the University (are) available to Government, industry and the wider community. This policy aims to ensure that the University:

- a) Advances the community service goals of the University.
- b) Commercialize research findings and innovations
- c) Enables staff to remain at the forefront of their professional areas and
- d) Enables staff members and the University to share in the financial benefits of paid professional work and ownership of intellectual properties of their research findings and innovations.

1.2 Purpose and Context

- a) Aims to ensure that staff understand the general obligation to inform the University, through their supervisor, about any existing or proposed outside professional activity and to disclose any conflicts of interest and the reasons for the University seeking to regulate outside professional activities of its

employees to meet standards of public accountability and risk management (clause 4);

- b) Applies to all MUHAS University staff and persons with honorary appointments.
- c) Sets out the requirements in relation to the use of and payment for university resources and provides that payments for approved University outside professional activities and professional activities deemed as exceptions must be invoiced by the University.
- d) Sets out the requirements for seeking approval and provides for a generic or blanket approval to be granted where there are likely to be multiple requests for the same or similar types of activities requiring formal approval.
- e) Sets out general conditions for approval.
- f) Provides that if outside professional activity is approved for performance in a private capacity, the staff member is not permitted to use the University's facilities or name in association with the activity and is responsible for all financial and taxation arrangements, as well as their own legal liability and insurance, unless the Vice-Chancellor decides to waive one or more of these requirements.
- g) Provides that payments from private outside professional activities can only be received into university accounts under an arm's length arrangement with the staff member, such as by formal donation or a private funding agreement; and
- h) Provides for monitoring and reporting of outside professional activity in conjunction with a staff member's annual performance review.

1.3 Policy Objectives

General objective

The main objective of the Consultancy Policy (CP) is to guide the MUHAS community and stakeholders in offering high-quality consultancy services. This approach aims to address societal challenges, generate income, and simultaneously improve the quality of teaching, learning, and knowledge creation.

Specific objective

- a) To align MUHAS's consultancy activities with international best practices and standards, ensuring a consistent and high-quality approach across all consultancy projects.
- b) To empower and motivate the MUHAS staff to actively engage in consultancy, recognize their contributions and provide them with the necessary resources and support.
- c) To improve access to consultancy activities by all MUHAS staff and units;
- d) To build the capacity of MUHAS consultants in carrying out consultancy activities;
- e) To enhance the continuous flow of consultancy activities without affecting other services provided by the university;
- f) To ensure that consultancy work generates sufficient revenue that is shared equitably between the University, its units and individuals;
- g) To enhance strategic partnerships that benefit the university, its collaborators and its clients
- h) To coordinate and manage the MUHAS consultancy activities; and
- i) To enhance the monitoring and evaluation of MUHAS consultancy activities.
- j) To provide guidance on how one can undertake consultancy work.

1.4 Rationale

The provision of consultancy services is one of the three core functions of the University. To offer these services, a policy is required to guide the various processes and procedures to make the provision of consultancy a transparent, effective and productive endeavor for MUHAS, its staff and their/other stakeholders. This policy document will serve in the following ways:

- a) Ensure there is an appropriate mechanism to guarantee the quality and continuous flow of consultancy activities without affecting other services undertaken by the University staff.
- b) Ensure consultancy work generates income that partly supports MUHAS activities, including operational budget and capacity development.
- c) Ensure support to MUHAS staff in undertaking consultancy services and protect the interest of both parties.
- d) Ensure equitable cost sharing in the use of university resources and brands.

- e) Protect the University's reputation, brand and intellectual property rights.

1.5 Scope of the MUHAS-CB Policy and Procedures

The MUHAS Consultancy Bureau policy and operational procedures apply to:

- a) Colleges, Schools, Directorates, Institutes, Department, Centers and Units, including facilities such as laboratories, workshops and innovation labs, labs equipped with medical devices, and systems used for managing medical devices, data repositories and information systems at the University.
- b) All staff of the university, regardless of the nature of employment (part-time and full-time MUHAS employees)
- c) All students of the university on formal registered training/IPT/volunteering
- d) All visiting researchers and scholars at the university stay for more than six months.
- e) All infrastructure includes physical and intangible assets and social amenities belonging to the university.
- f) Experts who want to use the MUHAS brand for consultancy.
- g) Anyone engaged by MUHAS to participate in a consultancy project through collaborative or sub-contracting arrangements.
- h) All the activities defined as consultancy by this policy.

1.6 Relevant Government Policies and Legislation

This policy and procedures are in line with the following National Frameworks and key policy documents:

- a) Tanzania's Development Vision 2025, the Tanzania National Health Policy (2007), the National Strategy for Growth and Reduction of Poverty (NSGRP), the Five-Year Development Plan, and the Sustainable Development Goals (SDGs).
- b) MUHAS Institutional Overhead Policy and Procedures for Sponsored Projects 2017.
- c) MUHAS Resource Mobilization Centre (RMC): Operational Policy and Procedures for Income Generation and Cost Containment.
- d) The Tanzania's Food, Drugs and Cosmetics (CONTROL OF MEDICAL DEVICES) Regulations, 2015.

1.7 Types of Consultancies

1.7.1 *Internal Consultancy*

This refers to a situation where the University contracts a staff member to undertake consultancy service(s) for the University. This may include developing a research project or consultancy project that may benefit the University in the future in the realisation of a research grant or consultancy assignment or improvement of operational guidelines, systems or undertakings of business in which the University, in this case, acts as the client.

1.7.2 *External Consultancy*

This refers to consultancy services provided to a third party by a university staff member during his/her employment with the University, where the nature of the task arises from the expertise and experience of the staff while also representing the University as a service provider. An external consultancy is one in which:

- (a) A University resource (human, physical, information, financial, etc.) of any kind is involved in obtaining or carrying out the work and/or
- (b) Legal liability lies, in whole or in part, with the University as a consultancy service provider.

1.7.3 *Individual/Private Consultancy*

This is work undertaken by a university staff member using his/her own time and resources in a private capacity, with no legal liability to the University. University employees undertaking private consultancy must be aware that they will have personal liability if any problems arise, and University resources or brand email should not be applicable in sourcing, negotiation, contracting or undertaking the assignments. For such reasons, the University is not liable to administer tax or any other consequences arising from private consulting. However, conflict of interest related to the provision of such consultancy activities should be addressed to ensure the University's interest is not jeopardized.

1.8 Evening and Part-time Teaching Programmes

These are evening and part-time training-related programmes in the form of short or long courses, including academic degree programmes for schools/colleges/institutes or tertiary training institutions within or outside the University.

2. SWOT ANALYSIS

2.1 Strengths

- i. MUHAS has qualified staff members with multi-disciplinary consultancy expertise and experience.
- ii. MUHAS's legal framework gives staff members the mandate to provide consultancy services.
- iii. The University has established consultancy bureaus to oversee consultancy services.
- iv. MUHAS has a good reputation and a strong brand.
- v. The Management supports consultancy activities.
- vi. The university has both physical and material resources, namely state-of-the-art and equipment for undertaking consultancy activities.

2.2 Weaknesses

- i. There is limited reporting of private consultancy assignments by the staff.
- ii. There is inadequate promotion of MUHAS's consultancy capacity.
- iii. There is limited collaboration with national, regional and international consulting firms/institutions.
- iv. The MUHAS-CB and several unit bureaus are not registered in various portals.
- v. There are delays in authorizing, financing and executing consultancy projects.

2.3 Opportunities

- i. MUHAS is a public and trusted institution with greater chances of winning consultancy projects.
- ii. The demand for consultancy services is rising.
- iii. There is a large and strategic alumni base in various organizations.
- iv. There is a large pool of potential collaborating local and international institutions.
- v. The country's current development strategies are also an opportunity for the University.
- vi. There is a conducive environment (policies, agendas, etc.) in the country for undertaking consultancy activities.

2.4 Threats

- i. There is high competition owing to the existence of many consulting institutions and firms.
- ii. Competing institutions have low charges.
- iii. The University may be sued if a consultant breaches the contract.
- iv. Government-related assignments are treated as special assignments without market fees being charged on them.
- v. Certain donor-imposed conditions restrict civil servants from undertaking public-sector consultancy activities.
- vi. The university's reputation may be at stake given the quality of the consultancy work.

3. OBLIGATIONS OF UNIVERSITY AND STAFF

3.1 The University Obligations

The University has an obligation to regulate outside professional activities to meet standards of public accountability and risk management, where the University's interests and reputation are at stake and to ensure the continued availability of resources for the University's core activities of teaching and research. The University's obligation to regulate outside professional activities relates to:

- a) Managing staff workload.
- b) Protecting the University and its staff from incurring liability to clients of outside professional activities.
- c) Protecting the University's reputation.
- d) Protecting the University against claims that public funds are being misused or wasted;
- e) Ensuring adequate compensation for the use of the University's resources and name;
- f) Protecting the University's confidential information and intellectual property;
- g) Protecting against damage to the University's or a controlled entity's interest arising from a conflict of interest;
- h) Protecting the University's staff from breaching the obligations they owe as employees to the University as an employer.

3.2 Employee obligations

Staff members, as employees, have a duty of care to the University as the employer, which is imposed by the common law and the nature of the relationship between employer and employee. These duties include, but are not limited to:

- a) Acting honestly and rendering faithful service to the University.
- b) Not using or disclosing any confidential information, including know-how developed within the University, acquired in the course of their employment except with the consent of the University;
- c) Avoiding improper use of the University's resources or name for private gain or the gain of a third party;

- d) Not profiting personally from the employment relationship at the expense of the University and refraining from wilfully damaging the University's interests.

The duty of care obligations of university staff is not restricted to normal working hours; they govern all the activities of the employee, whenever undertaken, which are within the sphere of the University's Operations and which could materially affect the University's interests.

For the protection of both the University's interests and the staff member (in order not to expose themselves to situations which may inadvertently breach their duty of care obligations), staff should inform their supervisor about any outside professional activity in which they intend to engage and seek the formal approval of the University, where required, in accordance with this Policy, whether the activity is remunerated or not.

3.3 Conflict of interest

Staff members, as employees, have a duty to avoid actual and potential conflicts between personal interests and the interests of the University.

In relation to the performance of outside professional activity, if a member of staff who has a direct or indirect personal or pecuniary interest or is or becomes the holder of an office, such that it is reasonably foreseeable that a conflict might arise with the interests of the University, the staff member must declare full and accurate details of the interest or office, in writing, on a continuous disclosure basis. For example, where the staff member or associate has a position of influence or partnership in a business that:

- May provide goods and services to the University;
- is dealing with the same type of goods and services as in that area of the University where the staff member is employed.

A staff member must follow the directions of their supervisor or Cost Centre Head to avoid any actual or potential conflict of interest.

4. STRUCTURE

4.1 Organization of MUHAS-CB

The MUHAS-CB should clearly define structural and functional linkages to harmonies and synchronize all consultancy bureaus' functions and/or activities across MUHAS. The Consultancy Bureau will coordinate all inter-disciplinary consultancies and record all consultancies and funds acquired from consultancies undertaken at MUHAS. The organization of MUHAS-CB is aligned to the MUHAS organogram.

Table 1. Organization of Units Conducting Consultancies at MUHAS

Consultancy Undertaking Institution	Negotiator and Implementer	Coordinator	Liability	Contract Signatory
University	Lead Consultant	Director, CB coordinator	MUHAS	Vice Chancellor
Colleges/ Schools/ Institutes Consultancy Units	Lead Consultant	Manager Consultancy unit/Principal/Dean/Director	MUHAS	Vice Chancellor
Individual Consultant or Team of Consultants	Individual Consultant/Lead Consultant	Lead Consultant Manager Consultancy unit//Principal/Dean/Direct	Individual Consultant or Team of Consultants	Individual Consultant or Lead Consultant.

***If individual consultancy is registered, the Vice Chancellor will have to sign the contract.*

5. POLICY ISSUES, STATEMENTS AND PROCEDURES

5.1 Management and Coordination

The current University Resource Mobilization and Cost Containment Policy requires each Unit to generate and manage its own resources to supplement the resources each Unit receives from the University and the government at large. This necessitates putting in place mechanisms for coordinating and managing resources and income-generating activities, including consultancy services. Therefore, the MUHAS Consultancy Bureau Policy and Procedures will ensure that each unit coordinates and manages all consultancy and other income-generating activities under their respective Units according to this guideline.

5.1.1 Policy Statement 1

The MUHAS-CB matters shall be overseen by the MUHAS Management and reported to the Senate Committee in ascending order through the MUHAS management structure.

5.1.2 Operational Procedures

- a) The Coordinator of the MUHAS-CB shall be appointed by the MUHAS management from amongst MUHAS staff members with the necessary skills and experience.
- b) The coordinator shall implement MUHAS-CB Policy and Procedures and be accountable for the bureau's overall efficiency and performance.
- c) The coordinator shall be assisted by MUHAS faculties in line with the functions of the university.
- d) The MUHAS management committee shall oversee the Bureau's functions and review and approve consultancy policies and guidelines.
- e) The MUHAS management shall approve the annual plan, budget, and financial report for MUHAS -CB.
- f) The MUHAS-CB will hold meetings with the MUHAS management on a quarterly basis.

5.1.3 Policy Statement 2

The MUHAS-CB shall be audited centrally at the University level to bring about financial transparency and accountability and to facilitate the flow of information from

the Bureau to The University Resource Mobilization Centre (RMC) and the University as a whole.

5.1.4 Operational Procedures

- a) MUHAS -CB coordinator shall report the implementation of consultancy works and financial and income-generating activities to the University management committee
- b) The MUHAS-CB shall report the implementation of the income generation to the Senate Committee and the University Planning and Finance Committee (PFC) through the MUHAS management levels.

5.1.5 Policy Statement 3

MUHAS Consultancy Bureau (which refers to the section that will operate under the directorate of research, publication, consultancy and innovation) will coordinate all consultancy activities at the Unit by providing assistance at all levels of consultancy work.

5.1.6 Operational Procedures

- a) The MUHAS-CB shall solicit consultancy jobs, which can be undertaken by individuals, Departments and/ or Other University CB Units.
- b) Facilitate contract signings; prescribe pay rates and other administrative services to encourage individuals or groups of staff to solicit consultancy jobs.
- c) Facilitate smooth conduct of consultancy and other income-generating activities under the University Units by facilitating travel arrangements, permissions, and necessary administrative clearances.
- d) Monitor all consultancies and income-generating activities by demanding the progress and final reports
- e) Maintain a register of consultancies and income-generating activities and provide quarterly reports on all consultancy activities to the office of the DVC RC.
- f) Establish a procurement sub-unit to complement the activities of the MUHAS Procurement Unit and facilitate the timely purchase of needed materials.
- g) Provide standard, compliance review and oversight, advice, risk management, and quality assurance review in relation to all consultancy activities at the unit.

5.1.7 Policy Statement 4

MUHAS Consultancy Bureau shall be managed and coordinated in compliance with MUHAS financial regulations and other related guidelines.

5.1.7.1 Operational procedures

- a) MUHAS -CB shall use MUHAS bank accounts for its financial activities
- b) All MUHAS accounting and auditing guidelines shall be followed, including auditing by internal and external auditors.
- c) There will be a dedicated vote code for MUHAS -CB
- d) MUHAS -CB shall maintain a register of consultancies and provide quarterly reports on all consultancy activities to the DRPI.
- e) All payments coming from the bureau's income-generating activity contracted by staff shall be registered and processed for approval by the MUHAS -CB Coordinator. If the MUHAS -CB Coordinator is the leader of the activity to be approved, then the Director of Research, Publication, Consultancy, and Innovation will assume the task of approval.
- f) The MUHAS -CB coordinator shall demand a financial statement from the lead consultant for each completed consultancy within two weeks and submit it to the Office of the Director of Planning and Investment (DPI).
- g) The MUHAS - CB coordinator shall also submit a quarterly financial report to DVC-PFA via the MUHAS management structure.
- h) The Directorate of Research, Publication, consultancy and Innovation declares that it accepts no responsibility for a staff member's legal liability, professional indemnity or workers' compensation in relation to any work undertaken as a private consultancy.

5.2 Capacity Building

To fully participate in consultancies and other income-generating activities, a faculty must possess the necessary qualities (training, knowledge, experience, entrepreneurship, professional, negotiation and communication skills), which will make them capable and trusted by business partners to undertake a consultancy or other income-generating activity. The involvement of female and junior staff in consultancy work undertaken at the University is very important as a part of grooming them to undertake consultancy works.

5.2.1 Policy Statement 1

The MUHAS-CB shall develop and implement human resource training in matters of consultancy works

5.2.1.1 Operational Procedures

- a) Development of short-term and in-house training programmes on issues related to consultancy works
- b) Each University CB-Unit to set aside some funds to train their staff on consultancy matters

5.2.2 Policy Statement 2

The University shall develop procedures and conditions under which all genders and junior staff members will be effectively involved in consultancy work.

5.2.3 Operational Procedures

The MUHAS-CB shall;

- a) Make it mandatory for faculty to register their individual and group consultancy works with their Unit-CBs
- b) Require and encourage a proper mix of faculty in each consultancy work by Unit-CBs to include all genders and junior staff in order to facilitate the transfer of knowledge, skills, and experience

5.3 Optimal Utilization of University Resources

The university underscores the importance of faculty, technical staff, laboratories, equipment and other facilities in undertaking consultancy activities.

5.3.1 Policy Statement 1

MUHAS shall capitalize on using all available resources for attracting and implementing consultancy works

5.3.2 Operational Procedures

- a) The MUHAS-CB shall develop a database of possible facilities/equipment needed at the University and available at MUHAs or other Institutions in Tanzania
- b) The MUHAS-CB shall gather a list of contact personnel who can support and collaborate in consultancy activities within and outside the university
- c) The MUHAS-CB shall facilitate working agreements with other institutions on the use of equipment, labs, personnel and other facilities for mutual benefits

5.4 Market and Marketing

The volume of consultancies depends on the bureau's ability to publicize itself to internal and external markets. As the markets are usually unpredictable and competitive, the bureau's marketing strategies must be unified, dynamic, aggressive, and scientific.

5.4.1 Policy Statement 1

The MUHAS-CB shall facilitate marketing initiatives to increase consultancy activities both from inside and outside the country.

5.4.2 Operational Procedures

- a) MUHAS-CB will set aside funds for a special awareness campaign and marketing to promote
- b) consultancy services and products
- c) Unit-CBs, in collaboration with RMC, DCEPD, and DICT, shall establish and update promotional materials such as websites, fliers/ posters, newsletters, brochures, bulletins, and nameplate materials (business cards, logos, business letterheads, etc.).
- d) The MUHAS shall map the capabilities of its staff and prepare a database of their profiles based on experience, expertise and academic qualifications.
- e) MUHAS Unit-CBs shall participate actively in trade fairs and exhibitions within and outside Tanzania to showcase the available potential.

- f) MUHAS CB shall facilitate the development of strong, effective and enduring partnerships with other universities and institutions for joint consultancy works within and outside Tanzania.

5.5 Strategic Collaboration and Partnership

MUHAS has a good collaborative relationship with other institutions around the world. These relationships have resulted in valuable training and research experiences and enhanced recognition of MUHAS at the international level. This cooperation framework should be expanded to include consultancy activities to enhance its capacity for income generation.

5.5.1 Policy Statement 1

The MUHAS-CB, in collaboration with the DPI, shall explore and identify institutions and companies with which to partner for consultancy work.

5.5.2 Operational Procedures

- a) The MUHAS-CB and Unit-CBs shall make deliberate efforts to solicit collaborative partners and disseminate the opportunities to MUHAS staff
- b) The MUHAS-CB will facilitate signing a Memorandum of Understanding (MoU) for collaborations.
- c) The MUHAS-CB and Unit-CBs will make deliberate efforts to solicit possible Co-R&D partnerships within the private sector through the public-private partnership (PPP) model within and outside the country.
- d) The MUHAS CB and Unit --CBs shall facilitate the formation of spin off-company to strengthen institutional business partnerships to scale up consultancy activities

5.6 Monitoring and evaluation

Monitoring and evaluation are essential tasks that need to be given special consideration at our university. Consultancy service is an essential component in management to ensure effectiveness and monitor quality assurance at MUHAS. A

mechanism that will continuously assess the consultancy performed at our university is needed.

5.6.1 Policy Statement 1

The MUHAS-CB shall institute a monitoring and evaluation system to implement consultancy services properly.

5.6.2 Operational procedures

- a) The DRPI MUHAS-CB shall establish an effective mechanism for consultancy quality assurance involving monitoring, evaluation, and reporting.
- b) The DRPI MUHAS-CB shall ensure that consultancy provision not only satisfies clients and MUHAS stakeholders but also contributes significantly to improving the quality of life among the target communities.
- c) The director, DRPI, and the MUHAS-CB Coordinator are primarily responsible for monitoring all consultancies undertaken by staff under their units and ensuring that consultancy activities do not interfere with the discharge of other primary duties of support, teaching, and research.
- d) The Director at the DRPI, through the MUHAS-CB Coordinator, is responsible for ensuring all consultancy activities are channeled to the DRPI director of research and consultancy respective consultants through their Unit-CBs.
- e) To conform to quality output consultancy work, reports will be given to the client, and copies will be kept in a database for future reference and promotion purposes. The copies of the report shall be made available in the Department where the consultancy was carried out, the Unit-CBs, and the respective Schools / Directorate / Institute Office.
- f) Procurement of items shall follow the Public Procurement Regulation Authority (PPRA) regulations

5.7 Financial and Auditing Matters

Abiding with financial and auditing regulations is essential when executing consultancy activities to attain the value for money for the service or goods rendered.

5.7.1 Policy Statement 1

The government's financial procedures will form the basis for accounting and auditing of the consultancy activities undertaken by Unit-CBs.

5.7.2 Operational Procedures

- a) The Financial and auditing procedures for funds from consultancy activities shall follow the stipulated MUHAS Financial Regulations.
- b) The power to initiate expenditures from Unit-CBs Account Code shall be vested in the respective unit-CB Coordinator and endorsed by the Director, DRPI.
- c) All Payments will be made using payment mechanisms that must not infringe MUHAS financial regulations (2012).
- d) The Director, DRPI, in consultation with the Coordinators of the Unit-CBs and the Office of the Directorate of Finance, shall undertake audits at the end of each financial year to ensure compliance with the Consultancy Policy and Procedures and MUHAS Financial Regulations.

5.8 Collection and Sharing of Revenue

Mobilized resources will be shared fairly and equitably to facilitate operational costs within the University and respective units.

5.8.1 Policy Statement 1

The institutional overheads shall be calculated in advance and included in the total project cost submitted to the client.

5.8.2 Operational Procedures

- a) The overhead charges for consultancy works shall be 15% of the total consultancy cost,
- b) Staff members performing a consultancy with people from another Institution or organisation shall pay 15% of the consultancy fee to MUHAS.
- c) Institutional overheads for consultancy assignments shall be deducted directly from the funds remitted to the University
- d) The total consultancy payments shall be shared according to the formula agreed upon by the Unit CBs.

6. POLICY REVIEW

The Vice-Chancellor will initiate a review of this Policy every three years or earlier, as needed.

7. QUALITY ASSURANCES OF CONSULTANCY WORK AND REPORTING

To conform to quality output consultancy work, the coordinator of the respective CBs shall liaise with the relevant consultants to show that the output abides by quality requirements. Consultancy reports must be copied to the MUHAS CB database for future reference and promotion purposes

8. APPENDICES

8.1 Appendix I: Operational Guidelines and Procedures

8.1.1 Promoting Consultancy Activities by all MUHAS Staff

The University shall:

- (a) develop and implement programmes to raise awareness among its staff about consultancy activities, including individual, MUHAS and societal benefits.
- (b) establish and monitor mechanisms through which senior consultants mentor junior, female and technical staff.
- (c) seek joint consultancy assignments with reputable firms and experts, including MUHAS retirees as a way of building the capacity of the University's staff.
- (d) use consultancy reports on registered assignments which have 'paid' institutional overhead costs for staff promotion purposes, according to the promotion criteria.
- (e) encourage the use of consultancy results in teaching and learning.
- (f) support the subscription of the staff and units to various portals and professional bodies, nationally and internationally (e.g., NeST, NEMC, UNDP, UNICEF, WHO, GIZ);
- (g) define awarding criteria, award value and award processes on consultancy performance; and
- (h) increase the competitiveness of members of staff in the consulting business by ensuring that they are registered with various professional bodies in coordination with the relevant units or bureaus.

8.1.2 Building the Capacity of MUHAS Members of Staff

The University shall:

- a) hold training sessions on a variety of consulting topics, including report writing, proposal writing (including letters of interest and the writing of suitable CVs), team building, negotiations, contract management and any other general consultancy training skills;
- b) engage the relevant departments or bureaus to provide training

programmes and certification to staff for the specific, technical skills gained.

- c) monitor the gender ratio in consultancy assignments and encourage junior staff members' participation in training programmes; and
- d) create and acquire essential facilities, software and equipment needed to carry out consulting activities.

8.1.3 Marketing and Branding of the University's Potential to Do Consultancy Work

The promotion of MUHAS's consultancy potential shall be done using various local and international platforms, including:

- a) mainstream printing, and online and social media, including MUHAS's website;
- b) television, radio outlets and trade fairs;
- c) corporate social responsibility events; and
- d) any other events approved by the DVC-Research and Consultancy.

8.1.4 Distribution and Use of Consultancy Revenue and Resources

8.1.4.1 Payments and Overhead Costs

- (a) All payments including institutional overheads shall be paid to the MUHAS bank account according to existing financial regulations.
- (b) All funds shall be spent according to MUHAS's financial guidelines and the expenditure shall be subject to auditing.
- (c) Consultancy rates shall be charged according to MUHAS's approved rates (Appendix IV) or as may be agreed upon in the relevant contract.
- (d) All University consultancy projects/assignments shall be liable to payment of overhead costs as stipulated in the Institution Overhead Policy.
- (e) No institutional overhead costs shall be charged on MUHAS's internal consultancy activities.
- (f) No institutional overhead costs shall be charged on teaching consultancies to other institutions.

- (g) The Vice-Chancellor may grant a reduction or a full waiver of consultancy-related institutional overhead costs that are below the stipulated 15 percent of the gross income (refer to Institution Overhead Policy).
- (h) In the case of projects which involve using MUHAS's equipment and machinery, machine charges shall be imposed, in addition to the 15 percent overhead cost. The rate of machine charges shall be either a lump sum of up to 15 percent of the net income or an amount calculated on the basis of an hourly rate, depending on the extent of use of the machine/equipment in the project.
- (i) The total institutional overhead costs charged on continuing education/short courses shall be 15 percent of the gross income.

8.1.5 Sharing of Consultancy Income

- a) Sharing of the consultancy income will be guided by the MUHAS Institution Overhead Policy.
- b) According to the MUHAS Institution Overhead Policy, upon approval of the reduction of institutional overhead costs, the adjusted fees shall be computed in similar proportions, as stipulated by the policy.
- c) The institutional overhead share allocated to various levels must be used and spent according to MUHAS's financial guidelines and subject to auditing. A minimum of 60 percent of the resources shall be used to support the core functions of the University such as improving the acquisition of consultancy assignments and facilities, capacity building, management, M&E of consultancy assignments, research and teaching in the relevant units and bureaus. Units may use up to 40 percent of the funds to remunerate the staff supporting the implementation of consultancy activities at various levels.

8.1.6 Promoting Disclosure and Guiding Ethical Practices on Consultancy

Issues related to Anti-Bribery, Intellectual Property, Conflict Resolution, non-disclosure and falsified disclosure of consultancy activities shall be dealt with MUHAS as follows:

8.1.6.1 Anti-Bribery Policy as Related to MUHAS Consultancy Services

Any expression of interest (EoI) or any technical proposal (TP) submitted to the client, whether solicited or unsolicited, must contain MUHAS's Declaration of Anti-Bribery, as per the Procurement Act provisions, and must be fully signed by the head of the relevant unit, as shown in Appendix X4.

8.1.6.2 Conflict of Interest

Employees who undertake unregistered, outside consulting activities, or other income-generating activities that are unrelated to their work at the University and do not appear to have any negative effects on the University should ensure that such activities:

- a) are not undertaken during the employee's normal working hours.
- b) are not undertaken on the University premises.
- c) do not otherwise interfere with the employee's job performance.
- d) do not involve the use of any University resources.
- e) do not reference the University or the employee's employment with the University for promotional purposes.
- f) do not provide goods or services to the University; and
- g) do not involve providing services outside the University, individually or through an entity with which the employees are affiliated, which are like their job responsibilities at the University.

8.1.6.3 Conflict Resolution

All conflicts related to consultancy projects shall be resolved through the following:

- a) The project team
- b) A school bureau or unit without a bureau
- c) The MUHAS CB
- d) The University Legal Unit, especially if the matters involve contractual obligations
- e) In all cases, contract provisions regarding conflict resolution must be clearly understood before a contract is signed and then followed if a conflict occurs.

8.1.6.4 Failure to Disclose or Obtain Approval of a Consultancy Project

- a) Failure to disclose or obtain approval of a consultancy project shall lead to disciplinary measures being taken against the lead consultant or private consultant.
- b) The University staff disciplinary procedures shall be followed in disciplining the member of staff responsible.

8.1.7 Strategic Collaborations in Consultancy Activities and Government Commissioned Assignments

Consultancy projects can be sourced by the MUHAS CB, the school-level bureaus or individual members of staff, where necessary in collaboration with retired members of staff or external organizations.

8.1.7.1 Joint Ventures and Sub-contracting in Consultancy Activities

- a) Consultancy activity-lead consultants, school leaders or school bureau leaders shall be free to propose to the MUHAS CB collaborations with any counterparts who are important in complementing their expertise while executing consultancy assignments.
- b) Decisions to subcontract University consultancy assignments shall be approved by the designated consultancy signing authorities upon client's request. Justifications on the lack of internal capacity to undertake such tasks shall be provided.
- c) For any joint venture or sub-contracted consultancy assignment in the name of MUHAS, the University's share of the assignment shall not be less than fifty percent.
- d) The associates shall be fully vetted by the MUHAS CB and the University legal unit in relation to their suitability and reputation.
- e) The associates shall be required to adhere to the provisions of this policy, including all the matters related there to.
- f) The sourcing of strategic consultancy assignments with substantial institutional benefits shall be coordinated by the MUHAS CB in a manner that avoids multiple bids being submitted to the relevant client(s).

- g) The submission of consultancy bids to clients by MUHAS bureaus and units shall be reported to and recorded by the MUHAS CB for harmonization.

8.1.7.2 Government-Commissioned Assignments

- a) MUHAS members of staff who are engaged in Government-commissioned assignments should consider the state of teaching and other core functions of the University in the relevant departments.
- b) The contractual agreement shall be based on official communications from the relevant government authority, which shall specify all of the conditions pertaining to the assignment(s).

8.1.8 Consultancy Liability

- a) MUHAS shall only be held accountable and liable for consultancy work that it has approved or signed a contract on.
- b) The University shall encourage its members of staff to use the legal unit to vet their contracts and, where possible, undertake consultancy assignments under an institutional umbrella.

8.1.9 Consultancy Project Management

8.1.9.1 Consultancy Project Inception Framework

The inception and execution of consultancy projects shall follow the following procedure:

- a) If the project entry point is a Department, College, School or Institute,
 - i. those implementing it shall report it to the relevant consultancy bureau;
 - ii. the bureau shall make follow-ups on the registration and approval of projects.
 - iii. The relevant unit shall then constitute a team to undertake the assignment.
- b) If the project entry point is a unit which does not have a consultancy bureau, the unit shall report the project directly to the MUHAS CB.
 - i. The unit shall then constitute a team to undertake the assignment.
- c) If the project entry point is the MUHAS CB,
 - i. The bureau shall identify and inform a relevant bureau or unit to undertake the project. In case the project requires expertise from units without

consultancy bureaus, the MUHAS CB shall inform the relevant units of the project.

- ii. The MUHAS CB shall be responsible for such a project from start to finish, ensuring quality and timely delivery of the output.

8.1.9.2 Registration of Consultancy Assignments

- d) All lead consultants/members of staff should register their consultancy assignments prior to undertaking any consultancy assignments at the University.
- e) Prior to the registration of any private consultancy assignments, the Legal Unit shall review and approve the respective contracts.
- f) The registration process should be done in consultation with the heads of the respective units, where the signed contracts or other relevant documents mentioned in this policy shall be attached.
- g) The MUHAS CB coordinator shall approve a request for registering a project within two days if all the details conform to the requirements in this policy.
- h) For controlling purposes, the CB shall assign all projects appropriate codes (registration numbers). The codes shall, among others, bear information about the University, the name of the project executing unit and the year of registration (Appendix X2).
- i) A consultancy registration certificate shall be issued for projects that have been approved.
- j) A statement should be included in project proposals stating that MUHAS is tax exempted.

8.2 Appendix II: Consultancy Registration Certificate



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MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES
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CONSULTANCY BUREAU UNIT



Certificate of Registration of Consultancy Project MUHAS-CB/College/xx

CONSULTANCY PROJECT REGISTRATION CERTIFICATE

1. REGISTRATION NUMBER:	MUHAS-CB/College/xx
1.1 Name of Consultancy Project	
1.2 Client	
1.3 Lead Consultant	Name
1.4 Other Consultant(s)	1) 2) 3)
Project Start Date	dd-mm-yyyy
Project Completion Date	dd-mm-yyyy
Project Total Value	TZS xxx. cc

2. Distribution of Fees:	Amount Payable
2.1 MUHAS (11%):	TZS
2.2 MUHAS-CB (2%):	TZS
2.3 Department (2%):	TZS
2.3 Consultant(s) (85%):	TZS

Name

Coordinator, MUHAS-CB, Date: dd-mm-yyy

Name

DRPI, Service Date: dd-mm-yyy

8.3 Appendix III: Consultancy Reporting Form (To be filled by the Lead Investigator)



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 MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY
 MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES
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PROGRESS REPORT ON CONSULTANCY PROJECTS

S/N	Project Title	
1	Project Registration Number	
2	College/School/Institute	
3	Department	
4	Client Name	
	Lead Consultant Name	
	Reporting date	
5	Gross Income (currency, Amount)	
6	Total/expected Overhead costs(currency, Amount)	
	Overhead cost paid during the reported quarter	
	Total overhead cost paid (currency, Amount)	
7	Expected project End date	
9	Total Amount of Funds Received	
6	Activities carried out until the Reporting Period:	
7	Overall Project Implementation Progress Report (Including Challenges)	

8.4 Appendix IV: MUHAS Consultancy Rates



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CONSULTANCY BUREAU UNIT
RECOMMENDED CONSULTANCY DAILY FEE RATES IN TSHS



Years of Experience	Experience 0-5 years	Experience 6-10 years	Experience > 10 years
1. Top senior Consultants with PhDs or equivalent qualification	1,125,000-1,375,000	1,375,000-1,625,000	1,625,000 or more
2. Senior Consultants with PhDs or equivalent qualification	875,000-1,125,000	1,125,000-1,375,000	1,375,000 “
3. Consultants with Master’s Degrees	625,000-875,000	875,000-1,125,000	1,125,000 “
4. Consultants with Bachelor’s Degrees	375,000-625,000	625,000-875,000	875,000 “
5. Other Categories of Consultants	250,000-375,000	375,000-625,000	625 “

* These rates have been used by National and International Organizations. The rates are subjected to negotiation. They are a mean range and they are indicative. Minimum rates are a starting point and can increase, depending on the competence demanded and provided. Some of our consultants have won consultancy assignments with fees much higher than the rates above.

8.5 References

1. UDSM Consultancy Policy and Operational Procedures – 1994, Revised 2024
2. Flinders University consultancy policy and Operational Procedures-2007, amended 2011, reviewed 2011
3. London School of Hygiene and Tropical Medicine-2023, revised 2024.