

MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY



PUBLIC SERVICES POLICY

August 2020

FOREWORD

One of the University's core mandates apart from teaching and research is public services. This includes consultancy, linkages and outreach which refer to applying university academic expertise for the direct benefit of external audience in-line with the University mission. As part of MUST mandate through the establishing Charter to embody the aspirations of the local and the global community, the University is committed to consultancy and outreach services and marketing, hence the need to develop and institutionalize the University Public Services Policy.

To demonstrate the importance of University public services activities to the community, the new MUST organisational structure established the Directorate of Public Services and External Links (DPSEL). This directorate serves as an academic consultancy and outreach arm among its other mandates to ensure that academic consultancy and outreach services have a clear purpose drawn from the mission, vision, and core values of the University.

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Vice Chancellor

August 2020

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LIST OF ABBREVIATIONS

CPS:	College Public Service
DPS:	Departmental Public Services
DPSEL:	Directorate of Public Services and External Links
DVC-ARC:	Deputy Vice Chancellor - Academic, Research and Consultancy
DVC-PFA:	Deputy Vice Chancellor - Planning, Finance and Administration
HoD:	Head of Department
MIST:	Mbeya Institute of Science and Technology
MUST:	Mbeya University of Science and Technology
MUSTASA:	MUST Academic Staff Association
PS:	Public Services
PSEL:	Public Services and External Links
PSELC:	Public Services and External Links Committee
PMU:	Procurement Management Unit
VC:	Vice Chancellor

DEFINITIONS OF TERMS

Community: Specific structured and non-structured collective interest groups conjoined in their search for sustainable solutions of their needs and challenges.

Community Engagement: Connecting the rich resources of the University to the most pressing social, community, and ethical problems. At MUST such engagement involves colleges as well as students through the academic departments as well as outreach services and consultancy departments.

Consultancy Services: Professional advice that provides expert opinion or advice within a particular area of interest or expertise. In this case, it may be an individual or a group of staff in the university, specific department/unit, or college or research affiliates.

Innovation: A process of translating an idea or invention into a good or service that creates value for which customers will pay. It may be in the form of new or improved products, new or improved services, or new organizational and managerial measures.

Marketing: An activity of promoting University's programmes, products, and services that connect the university and the public, nationwide, and globally.

Outreach: An activity of providing services to a community that might not otherwise have access to those services. In this Policy, outreach means the provision of community service using knowledge, technology, or products by the University. It is an effort to bring services or information to people within their living context.

Policy: A deliberate system of principles to guide decisions and achieves rational outcomes.

Public Services: Services that are done or provided for the public based on needs, and not in order to make a profit. In this regard, public services include academic consultancy and outreach activities.

Service: Social accountability and responsiveness to development challenges through the key functions of the University in close cooperation and interaction with a community.

Technology: The creation and use of technical means and their interrelation with life, society and the environment, to solve a problem, improve a pre-existing solution to a problem, achieve a goal, handle an applied input/output relation or perform a specific function.

Technology Transfer: A process of transferring (disseminating) skills, knowledge, technologies, methods of manufacturing, samples of manufacturing and facilities among universities and other institutions to ensure that scientific and technological developments are accessible to a wider range of users who can then further develop and exploit the technology into new products, process, applications, materials or services.

Partnership: A collaborative engagement between two or more parties sharing a similar vision aimed at reaching a common goal by devising and implementing a mutually agreed on to modus operandi, while maintaining their respective identities and agendas.

CHAPTER ONE

BACKGROUND INFORMATION

1.1. Background Information

The history of Mbeya University of Science and Technology (MUST) dates back from 1986 when Mbeya Technical College (MTC) was established by the Government of Tanzania for the purpose of training Full Technicians at Certificate Level (FTC) under the Russia - Tanzania Training Support. The College existed up to mid-2005 offering programmes in the fields of Architecture, Electrical Engineering, Civil Engineering and Mechanical Engineering. In July 2005, MTC was transformed into a comprehensive multi-disciplinary Mbeya Institute of Science and Technology (MIST) through the National Council for Technical Education (Mbeya Institute of Science and Technology) Establishment Order, 2004.

The transformation was a Government move towards strengthening the College to become a fully-fledged University. Mbeya Institute of Science and Technology registered a number of achievements including restructuring of FTC programmes to Ordinary Diploma programmes and introduction of Undergraduate Degree programmes which eventually lead to expansion of students' enrolment. Following these achievements, on 29th March 2012 after being issued with a University Provisional License by Tanzania Commission for Universities (TCU), the Institute was transformed to a fully-fledged University namely Mbeya University of Science and Technology (MUST). The University was granted Mbeya University of Science and Technology Charter, 2013 on 20th August 2013.

1.2. Vision of MUST

The Vision of MUST is to become the leading centre of excellence for knowledge, skills, and applied education in science and technology.

1.3. Mission of MUST

The Mission of MUST is to develop academically, technologically, and socially competent students, staff, and other stakeholders who will be responsive to the broader needs and challenges of the society specified by:

- (a) Facilitating appropriate tuition, practical training and support according to the needs of students and other customers;
- (b) Encouraging staff commitment to quality education and services including research, consultancy, and innovation;
- (c) Fostering lifelong learning, honesty and responsibility; and
- (d) Promoting an environment conducive to human development.

1.4. The Core Values Guiding MUST

To fulfil its mission and achieve its vision, the core values of MUST intend to achieve:

- (a) Leadership in innovation and technology;
- (b) Culture and excellence;
- (c) Diversity and equal opportunity for all;
- (d) Partnerships; and
- (e) Integrity and stewardship of resources.

1.5. Situational Analysis

Worldwide, peer academic institutions have increased awareness of their programmes by strategically focusing their public service efforts through institutional priorities. They have capitalized on known academic strengths to respond to public concerns. Through such strategies, these institutions have committed their intellectual, economic, and human resources to the hard work of community change, through such activities as research, consultancy, community outreach, technology transfer, and information exchange.

Since its transformation from the Mbeya Technical College (MTC) and Mbeya Institute of Science and Technology (MIST) to Mbeya University of Science

and Technology (MUST) in 2012, there have been business consultancy and outreach activities conducted by academic staff in-line with other academic duties. This approach could not effectively increase academic competence and advancement of professional expertise of staff members and providing a continuing professional education opportunity. During its existence as the University, it has remained tied to business consultancy, inadequate funding of outreach activities, and lack of outreach coordination organ that has limited the availability of knowledge and expertise to the general public, government, public institutions, and community groups. The discipline-based structure of our University didn't readily lend itself to addressing public concerns.

Through the University's perspective of institutionalizing public services activities, the people and community will make effective use of the resources of MUST to serve their needs and help them solve their problems and improve the quality of their lives. As a full-fledged University, MUST is now focusing to remain committed to applying its educational resources to the problems and issues faced by citizens in its context, nation, and beyond borders. From the 2019 reformation, the new University organizational structure has included a 'Public Services' organ under the DPSEL to coordinate all community engagement activities of all Campuses, Colleges, Centers, and Departments of the University.

1.6. Justification

Based on the University culture, we are forced to carefully reconsider her role in community engagement. MUST has been engaging with the community in consultancy through MUST Consultancy Bureau (MCB) and few outreach services activities through various University units and individual staff. From an academic perspective, the implementation of this role has not been fully attained mainly due to lack of central organ and legal document to guide outreach activities but also the consultancy activities exercised by MCB most of them were more business- rather than academic-oriented. To integrate consultancy and outreach activities in academic

programmes, MUST is required to make institutional change through the formulation of Public Services Policy which will enhance the implementation of academic consultancy and outreach activities.

Consultancy and outreach services undertaken by college, departments, or members of staff have many benefits for both the individual and the University including contributing to additional income, providing opportunities for industrial collaboration, improving personal skills, enhancing the reputation and publicity of the University, enabling the University's knowledge transfer and impact the socio-economic development of the community.

Although such community engagements are not without risk, MUST is keen to encourage and support its staff to engage in such activities in a professional and well-regulated manner, and so minimize risks to individuals, the University, and its reputation. The DPSEL has been established with the specific purpose of guiding, managing, and supporting public services undertaken within and in the name of the University.

CHAPTER TWO

POLICY INTRODUCTION

2.1. Introduction

The implementation of this Policy shall be the responsibility of everyone at the University. Public services at MUST is a shared responsibility that cuts across all the structures of the University. MUST as enshrined in its Vision, is committed to academic excellence for knowledge, skills, and applied education in science and technology. This shall be attained through a shared commitment to excellence by everyone in the University. Every staff member shall, therefore, be responsible and accountable for all interventions that fall within their sphere of influence.

2.2. Policy Vision

The Directorate exists to steer MUST to become a center of excellence in academic consultancy and outreach services in engineering, management, humanities, technology, and allied sciences for the national economic development.

2.3. Policy Mission

To co-ordinate, facilitate, and promote the provision of quality academic consultancy and outreach services by MUST.

2.4. Goal

To guide the University on how it should engage in outreach services and consultancy activities based on community felt needs, institutional priorities as well as national and global goals.

2.5. Policy Objective

To coordinate the use of the University expertise and other resources to promote community engagements that facilitate knowledge and technology transfer contributing to economic and social impact through consultancy and outreach activities.

2.6. Philosophy of Individual Responsibility

Responsibility for delivery of quality service to the University in all its endeavors rests with individual members of staff. Heads of Units/Departments are responsible for ensuring that the provisions of this Policy are met within their Units/Departments

2.7. Scope of the Policy

The policy covers any work or activity undertaken by University academic staff in their field of expertise for the community or clients in government, private sectors, or external agencies for which activities involving financial returns are provided in the form of professional fees or honorarium. Staff other than academic staff may only engage in academic public services activities where specific arrangements have been approved on an individual basis by the DVC-ARC.

CHAPTER THREE

POLICY ISSUES, STATEMENTS AND STRATEGIES

3.1 Introduction

This chapter focuses on the formulation of the policy statements and specific strategies to address the stipulated policy declarations.

3.2 Policy Issue

Ensure that the implementation of the policy on consultancy and outreach services is in place and adhered to.

3.3 Policy Statement:

MUST shall be committed to supporting community engagements that facilitate knowledge and technology transfer contributing to economic and social impact. This external engagement takes many forms but in these circumstances is considered as consulting and outreach activities.

3.3.1 Strategies

To implement public engagement activities, the University should endeavor to:

- (a) Encourage staff to participate in consultancies which bring opportunities and benefits to the University, its staff, and clients and recognition of staff for professional development;
- (b) Guide persons inside and outside the University as to when and how public services may be undertaken using the University's name, services, space, facilities, equipment, and intellectual property;
- (c) Set guidelines that will ensure equitable access to public engagement assignments by all academic staff members, including junior and all categories of the gender of staff members;

- (d) Provide a flexible management framework to cover the range of consultancies customarily undertaken by staff members, including consultancies directed toward charitable purposes, community service, and strategic priorities for the University;
- (e) Provide platforms where public services and activities are highlighted and documented. The MUST website, newsletters, and annual reports are some of these platforms; and
- (f) Mount consultancy skills training for staff who lack consulting skills;

3.4 Policy Statement:

MUST shall facilitate inter- and multi-disciplinary partnerships in public services.

3.4.1 Strategies

- (a) Ensure capacity development and involvement of key stakeholders in consultancy and outreach activities;
- (b) Establish effective public services mechanisms;
- (c) Establish a database of key partnerships in public services activities;
- (d) Promote the establishment of partnerships and networks between MUST organs and other curriculum allied stakeholders; and
- (e) Encourage multidisciplinary teams in undertaking public services activities

3.5 Policy Statement:

MUST shall provide clear mandate and capacity to DPSEL to coordinate, promote, regulate and demand accountability for public services performance at the University and establish a database for consultancy and outreach activities.

3.5.1 Strategies

- (a) Institutionalize budgeting and allocation of funds for implementation of public services activities across various academic departments;
- (b) Solicit resources from external sources to support carrying out public services activities;
- (c) Building capacity of academic staff to solicit resources for public services activities;
- (d) Strengthen human and physical resource capacity for handling routine matters and functional development;
- (e) Promote and support regular consultancy and outreach meetings to share and disseminate public services information;
- (f) Review the regulatory framework concerning the mandate and functions of DPSEL with a view to empowering it for effective coordination and management of consultancy activities at and across the University;
- (g) Ensure access and utilization of public services information both in electronic and print formats;
- (h) To task DPSEL to establish and periodically update a functional database including consultant mailing addresses for consultancy activities; as well as mail addresses of potential clients; and
- (i) Undertake needs assessment to establish the human resources and facility requirements for consultancy activities;

CHAPTER FOUR

POLICY COMMUNICATION AND IMPLEMENTATION

4.1 Introduction

The responsibility for Public Services management at the three levels in the University shall be as follows:

(a) **University Level**

There shall be a Directorate of Public Services and External Links (DPSEL) in the University structure. The PSELC shall be a delegate Committee of the Senate.

(b) **College Level**

Each College shall have Public Services and External Links Coordinator.

(c) **Department Level**

Each Department shall have Public Services Coordinator.

4.2 Organizational Structure of DPSEL

4.2.1 The mandate of the DPSEL

The DPSEL shall function as the DVC-ARC secretariat on public service and external links issues. Under this Policy the DPSEL is responsible for:

- (a) Institutionalizing and mobilizing University resources for academic consultancies and outreach services and marketing;
- (b) Reinforcing and providing quality facilities and services to support public services activities;
- (c) Promoting partnership with industrial organizations to put into use newly developed innovations;
- (d) Enhancing collaborative research in all fields;
- (e) Increasing the University's ability to integrate its teaching, research, and community engagements with the outside World; and

- (f) Promoting collaborative public services links with other institutions and donors.

The MUST Public Services shall be headed by the Director of Public Services and External Links. The Director shall be assisted by two Heads of Departments responsible for; Outreach Services and Marketing Department and Consultancy Services Department. The Director shall be appointed by the Council from among the academic staff as stipulated in the University Charter.

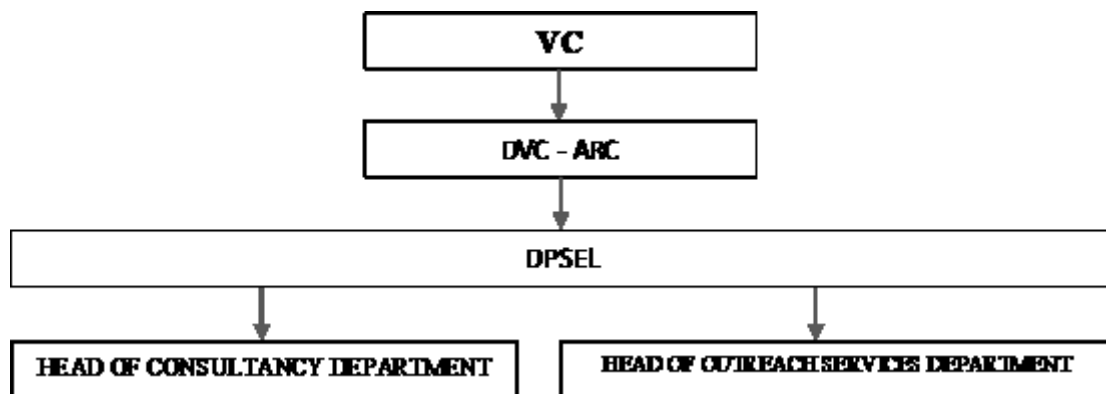


Figure 1: The Organisational Structure of MUST Public Service

4.2.2 Functions of Head of Consultancy Department

The functions of the Head of Consultancy Department are to:

- (a) Advise the Director with regard to issues pertaining to Consultancy Services;
- (b) Assist in coordinating and soliciting consultancies for the University;
- (c) Mobilize consultants across the departments of the university's research activities;
- (d) Provide consulting services to organizations and delivering direct services to the community;
- (e) Keeping records of all academic-related consultancies at the University;
- (f) Ensure policies and guidelines for consultancy are adhered to and followed;

- (g) Ensure quality of all consultancies activities at the University; and
- (h) Perform any other duties which may be assigned by the higher authority.

4.2.3 Functions of Head of Outreach Services and Marketing

Department

The functions of the Head of Outreach Services and Marketing Department are to:

- (a) Advise the Director with regard to issues pertaining to Outreach Services and Marketing;
- (b) Assist in coordinating and administering all outreach services and marketing activities;
- (c) Marketing the University's corporate image to both the internal and external publics;
- (d) Provide feedback on non-performing products/programmes and the way of improving it;
- (e) Liaise with other departments with a view of producing commercials;
- (f) Promote sponsorship of programmes and sell associated MUST products; and
- (g) Perform any other duties which may be assigned by the higher authority.

4.2.4 Financing Public Service Activities

Public Service matters shall be funded as follows:

- (a) The University shall integrate the functions and activities of Public Service in its annual plans and budgets; and
- (b) The Directorate of Public Services and External Links shall develop proposals to attract funding for Public Service activities from other sources outside the University Annual Budgets.

4.3 University PSEL Committee

The PSELC shall be a Senate Committee and shall be responsible for Public Services matters among other issues as they relate to all aspects of University functions.

4.3.1 Membership of the University Public Services and External Links Committee

Membership of the PSELC shall be as follows:

- (a) The Chairperson, who shall be a Deputy Vice-Chancellor Academic Research and Consultancy;
- (b) Deputy Vice-Chancellor, Planning Finance and Administration who shall be an ex-officio member;
- (c) Director of PSEL who shall be the Secretary;
- (d) Directors, Principals, and Deans;
- (e) One member representing MUSTASA;
- (f) Two members, one from the Government and one from the Private sector to be recommended by DVC ARC; and
- (g) The PSELC Chairperson may co-opt any member when the need arises.

4.3.2 Expectations from Committee Members

All members of the Public Services and External Links Committee are expected to:

- (a) Be collegial and constructive in approach;
- (b) Attend and participate fully in the work of the Committee and consult their constituencies to gather input which will inform the Committee;
- (c) Take collective and individual ownership of issues under the Committee's remit and execute the same on behalf of their constituencies;
- (d) Be committed to communicating the work of the Committee to their respective constituencies within the University; and
- (e) Base their views, decision, and actions on empirical evidence.

4.3.3 Functions of the PSEL Committee

The functions of the PSEL Committee concerning Public Services, include:

- (a) Advise the Senate on matters pertaining to Public Services activities at the University;
- (b) Formulate policy and oversees Public Services issues at MUST;
- (c) Oversee the implementation of the Public Services Policy;
- (d) Promote Public Services culture at the University;
- (e) Provide Public Services inputs to the University at all levels;
- (f) Monitor Public Services standards and practices;
- (g) Attend specific directives as required from time to time by the Council regarding Public Services issues;
- (h) Approve Public Services activities to be undertaken throughout the year;
- (i) Review continuously the Policy of Public Services to be responsive to changes in the academic environment;
- (j) Spearhead the designing and developing of Public Services proposals in the university to be forwarded to the Government and donor partners for support; and
- (k) Receive reports from Public Services Sub-committees.

4.3.4 Functions of PSEL Director

The PSEL Director shall:

- (a) Be the responsible person for all matters pertaining to Public Service;
- (b) Supervise and assign duties to Public Service's Head of Departments;
- (c) Be responsible to the PSEL Committee for the implementation of the decisions of the Committee;
- (d) Be the Secretary of PSEL Committee;
- (e) Be the advisor of and assistant to the Deputy Vice-Chancellor Academic, Research and Consultancy in respect of such matters of the University Public Service as may be prescribed;

- (f) Ensure through annual Public Services reports that the Public Services practice and conduct within Departments, meet the standards of the University and the community needs;
- (g) Conduct market intelligence by using internal and external assessment data and information in order to identify new strategic issues/areas requiring action and specific innovations in these areas;
- (h) Ensure policy and guidelines for Public Services are adhered to;
- (i) Mobilize and solicit resources from external sources to support the implementation of Public Services activities;
- (j) Attend to specific recommendations as required by the Senate from time to time on Public Services matters;
- (k) Spearhead reviews of the University Public Services Policy;
- (l) Represent MUST at National, Regional and International forum on external linkage matters;
- (m) Oversee University's participation in various exhibitions; and
- (n) Perform any other duty as which may be assigned by higher authority from time to time.

4.3.5 Governance

As introduced in Section 4.2.2, the implementation of the MUST Public Service Policy is institutionalized within the organizational structure of the University. Directorate of Public Services and External Links oversees the implementation of the Policy through coordination of Public Service activities and provision of technical assistance and services to all other departments in the University. A Policy implementation plan that identifies activities to be performed, required resources, timeframe, and the responsible actors shall be developed and updated regularly. PSEL Directorate shall, therefore, translate the policy into implementable programmes, formulate policy guidelines and regulations, and play a leading role in its implementation.

The PSEL Committee shall report Public Service matters to the University Senate for approval, and where necessary, for onward transmission to the

University Council. Public Service participatory organs are shown in figure 2.

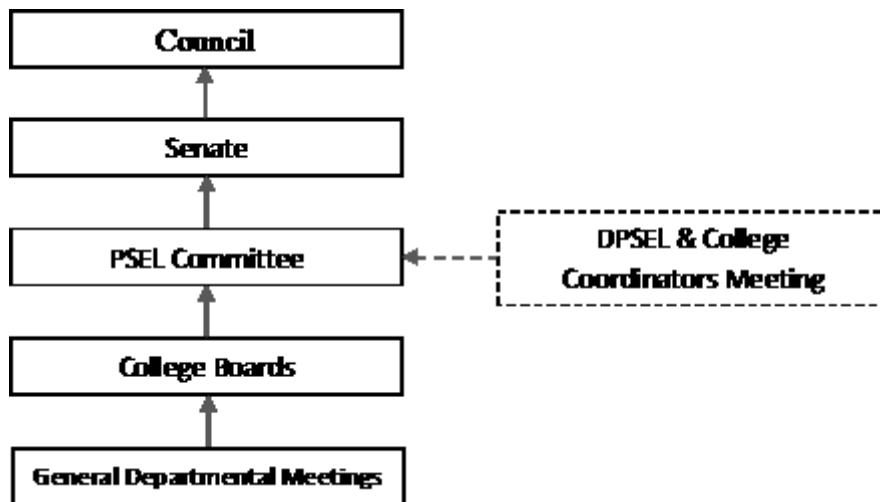


Figure 2: Public Services Organogram.

4.3.6 Operations

The operations of PSELC shall be as follows:

- (a) It shall meet at least four times a year;
- (b) It shall develop a work plan at the beginning of the fiscal year;
- (c) The Directorate of Public Services and External Links secretariat shall prepare Agenda and write Minutes of PSELC meetings; and
- (d) Meeting Agendas, papers, and minutes will be published and circulated following the University’s Publication Policy.

4.4 College Board

The College Board shall comprise the PSEL Coordinator responsible for organizing Public Services matters in the College in conformity with the University’s Public Services framework. All College Public Services matters shall be reported to the Director of Public Services and External Links.

4.5 General Departmental Meeting

The Departmental Meeting shall comprise the Public Services (PS) Coordinator responsible for organizing public services matters in the

department in conformity with the University's Public Service framework. All departmental Public Services matters shall be reported to the respective college board.

4.6 Tenure of PSEL Committee Membership

Except for ex-officio members whose tenure shall be subject to their being in the office, all elected members of staff in PSEL Committee shall serve for three years and shall be eligible for re-appointment.

4.7 Roles and Responsibilities in Public Service

Responsibility for Public Service lies with all members of staff in various academic Departments in the University. The entirety of the University is expected to contribute to the Public Service activities. The major drivers of this Policy are the staff.

4.7.1 Roles and Responsibilities of Staff

The success of the MUST Public Service Policy depends on the participation of individual academic staff. To enhance the University Public Service activities, University staff shall have the following responsibilities:

- (a) Participate in seeking Public Service activities;
- (a) Be professional in the conduct of Public Service duties; and
- (b) Protect the interest of the University.

4.7.2 Roles and Responsibilities of the College PSEL Coordinator

The College Coordinator shall;

- (a) Liaise with the Principal and HoDs of Consultancy and Outreach services on matters about the respective Public Service issues;
- (b) Coordinate the implementation of strategic plans for Public Service issues for the respective College;
- (c) In collaboration with the Heads of Departments receive, review and recommend Public Service matters to the Directorate of PSEL;

- (d) Present progress report on Public Service activities in the respective College Board; and
- (e) Perform any other Public Service duty as may be assigned by the higher authority.

4.7.3 Roles and Responsibilities of Departmental Public Service Coordinator

The Departmental Public Service Coordinator shall:

- (a) Report and advise the Head of Department on Public Service issues;
- (b) Liaise with the College Coordinator concerning respective departmental Public Service issues;
- (c) Coordinate the implementation of strategic plans for all Public Service activities for the respective Department;
- (d) Encourage and mobilize the Public Service activities within the respective Department;
- (e) Keep records of all academic-related Public Service activities at the Department;
- (f) Ensure policies and guidelines for Public Service activities are adhered to and followed;
- (g) Liaise with Heads of Consultancy and Outreach Services Departments about respective public service issues in the department;
- (h) Prepare the departmental Public Service activities report for the general departmental meeting;
- (i) Perform other Public Service duty which may be assigned by the higher authority.

4.8 Operational Procedures for Consultancy Services

Consultancy services either can be provided by the University, a college, a department, and a unit or can be provided directly by an individual member of staff of the University. Under the direction of the DVC-ARC, all consultancy-related services from the university as a corporate entity shall

be coordinated by the Directorate of PSEL through the Department of Consultancy.

4.8.1 Consultancy Quality Control

MUST is committed to quality through teaching, research, and development, providing timely public services to foster and develop academic excellence for knowledge, skills, and applied education in science and technology at all levels of study by training practice-oriented manpower, who can contribute effectively to social, intellectual, and academic development.

The University is internally engaged with its staff, to continually improve its services, products, processes, methods, and work environment to ensure each community is receiving the highest quality service or product at the committed cost and on time. To ensure quality in consultancy related services the University shall ensure that:

- (a) The Public Services Policy encompasses a consultancy Quality Framework;
- (b) The consultancy Quality Framework enables the University PSEL Committee to ensure that:
 - (i) All consultancy undertaken in the University are properly approved, conducted, managed and evaluated;
 - (ii) All consultancy takes into account ethical and environmental considerations;
 - (iii) Create awareness on ethics and a professional code of conduct on matters affecting the consultant-client relationship, production, and originality of work outputs,
 - (iv) Consultancy results are integrated into teaching and learning and evaluated for their commercial value;
 - (v) There are clear mechanisms for the dissemination of consultancy results for the benefit of society.
- (c) At all times the PSEL Policy is adequately and successfully implemented;

- (d) Consultancy members collaborate with internal and external partners;
- (e) Consultancy project write-ups are published in reputable journals that guarantee a high citation impact;
- (f) Where the University has been contracted to provide consultancy services, it shall cascade the consultancy to the relevant departments or experts;
- (g) The University shall not accept any responsibility for staff member's legal liability, professional indemnity or worker compensation in relation to any work undertaken as a private consultancy; and
- (h) A staff member(s) involved privately in consultant activities outside of University consultancy framework but using University resources, shall be made to compensate the University at the rate of fees that the DPSEL would have charged if such an assignment had been contracted to the University.

4.8.2 Signing of Consultancy Contracts

The signing of contracts shall be guided by the MUST Charter which prescribes that execution of contracts on behalf of the University shall be by the Vice-Chancellor, or Deputy Vice-Chancellor Academic, Research and Consultancy (DVC ARC) or Deputy Vice-Chancellor Planning, Finance and Administrative (DVC PFA) or such other officer of the University as the Vice-Chancellor may appoint on behalf by way of power of attorney.

4.9 Operational Procedures for Pricing and Disbursement of Funds for Consultancy Services

4.9.1 Pricing of Consultancy Assignment

It is important to have benchmarked standards for costing consultancy assignments. These standards should be made known to the Department/College members to enable them to price the services

meaningfully when bidding. The DPSEL shall have the prime duty to conduct market intelligence in order to establish appropriate rates for costing consultancy assignments.

In pricing the consultancy assignments, the ability on the part of the client to pay for service and recovery of all direct costs are taken into account as well. The above, notwithstanding, since the pricing of consultancy is influenced by the market, the price set for assignment must cover the University's opportunity cost, inclusive of an acceptable return.

In other situations, international organizations such as UNDP, UNFPA, and World Bank have their standard rates for remunerating consultants for different levels of experience. Where an academic consultancy assignment will be offered under such prices, the same shall be used for the pricing and treatment of the assignments. Individual members of staff are encouraged to solicit and register their projects with University PSEL Academic Consultancy Department, and an appreciation will be made for their efforts.

There shall be the 'Institution Overheads' which is 10% of the gross charges such that 7% shall cover University overheads and 3% shall cover DPSEL overhead. The 10% shall be embedded into the various charge-out rates to clients. This is among other sources of income as additional sources of revenue to the University. Charge to a client will include Professional Fee and Direct Costs plus 10% of Gross as overheads (see section 6.3.4).

4.9.2 Financial Proposal

During the preparation of the Financial Proposal, consideration should be given to the inclusion of all-important cost items. Depending on the nature of the project, the cost items shall include but not limited to the following:

- (a) Duration of the project
- (b) Transport demands
- (c) Organizational costs
- (d) Costs for durables
- (e) Costs for consumables

- (f) Secretarial services
- (g) Professional fees
- (h) Contingencies
- (i) Taxes
- (j) Regulatory Fees (if any)

These items will constitute the consultancy fee of which the rates of individual cost items shall be reviewed from time to time according to existing situations.

4.9.3 Payment Modality by Clients

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

In cases where the University has the mandate to determine the payment modality, the client will be required to pay 50% of consultancy fee plus 100% of the re-imbursable costs prior to the commencement of the assignment. The remaining 50% of the consultancy fee shall be paid immediately after the final report has been submitted and accepted.

4.9.4 Sharing of Proceeds from Consultancy Assignments

The income earned from consultancy related activities shall be shared between the implementing organs and officials of the University i.e. MUST management, DPSEL, Consultants, departments, and colleges. The sharing will be guided under two main scenarios-

- (a) When a consultancy has been won through the efforts of member(s) of staff or
- (b) When a consultancy assignment has been offered directly to the University without any involvement of an individual MUST member of staff.

The sharing of proceeds from consultancy will base on gross income and overheads. Gross income is hereby referred to as professional fee (Consultant/staff, Department/Unit, and College) and Direct costs (operational costs, material and utility costs, and hired labour). However, the client will be informed of the policy of the university and the arising transactional costs will be borne by the client.

However, the Gross charge to the client is the sum of Professional fee, direct costs, and overheads (10% of professional fee and direct costs which is here termed as gross income)

There shall be a single formula for the distribution of net revenue for all activities under DPSEL as follows:

Table 1: **Distribution of net revenue for all activities**

Cost	Category	%
i. Direct Costs	Operational costs	
	Material and utility costs	
	Hired labour	
ii. Professional fee	Consultant (s)	85%
	Department/Unit	10%
	College	5%
iii. Overheads	MUST	7%
	DPSEL	3%
Charge to Client = i + ii + iii		

4.9.5 Disbursement of Earned Consultancy Amounts

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

- (a) All payments to consultants will be made at the end of the assignment after the client has paid in full for the consultancy service rendered.
- (b) A member of the department or college who solicits and wins a consultancy will automatically become the lead consultant unless he/she is academically/professionally not able to be one or willingly does not opt to lead. Such an individual will be paid 5% of the profit.

4.9.6 Consultancy Operational Account

DPSEL shall use only the proportion amounts due to it, for its operations so as not to adversely affect the progress of any consultancy that is being undertaken at any particular time. The amounts shall however be requested and approved by the Vice-Chancellor or delegated authority.

4.9.7 Maintenance of Accounts

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

4.9.8 Departmental Income Generation Centers

There shall be income generation centers at each departmental level for the remuneration generated from consultancy and outreach – consultancy based activities. All financial matters will be guided by the University Financial Regulations. The departmental income generation centers are specifically to monitor funds generated from the departmental consultancy and outreach activities. Each department is encouraged to solicit and execute more academic consultancy and outreach projects to support the University through boosting their income generation centers.

4.9.9 Disbursement of Professional Fees

The Project Team Leader shall prepare disbursement list of all participants/consultants for submission to the Director of PSEL through the Head of Consultancy Department, with copies to individual participants/consultants. The Director of PSEL shall scrutinize the list and seek advice before allowing direct payments to individuals.

4.9.10 Time of conducting consultancy assignments

Consultancy assignments may be conducted any time by a member of staff provided that permission is sought from the respective authority. However, while undertaking consultancy assignments, teaching/training should take priority. Project team leaders once appointed will ensure that the project is executed in accordance to the time schedule and to the satisfaction of the client and follow the laid down financial rules in respect of the fees and disbursement formula.

CHAPTER FIVE

MONITORING AND EVALUATION

5.1 Introduction

This chapter introduces the mechanisms which will assess the performance of the Public Service Policy in reflection on the implementation of strategies and achievements of policy goal and objectives.

5.2 Monitoring

Successful implementation of the Policy will largely depend upon effective Monitoring and Evaluation mechanism. These mechanisms are necessary means for assessing the implementation of strategies and achievements of policy goal and objectives. The University through DPSEL will support Monitoring and Evaluation exercises. DPSEL will work together with other actors in the Monitoring and Evaluation of policy activities in their respective areas. In consultation with the implementing actors, the Directorate will develop guidelines and indicators to be used for Monitoring and Evaluation of the policy and related programmes. Also, all actors involved in the implementation of the policy will be responsible for Monitoring and Evaluation of policy activities falling within their jurisdiction. The Monitoring and Evaluation reports will be produced and disseminated to allow stakeholders at all levels to share views on the progress of the policy.

Monitoring will be done quarterly and it will involve collecting relevant information from records, documents, feedback from stakeholders, observation, and physical evidence based on the implementation plan.

5.3 Evaluation Report

Evaluation of MUST Public Service Policy will be done after every three years to determine whether it has produced the desired effects. The evaluation

report will determine needs for modification, change, or re-design of the Policy to cope with the existing needs.

5.4 Policy Review Process

The Public Service Policy review process will begin at the University Public Service Technical Committee. The Committee will have to prepare the proposal and submit to various stakeholders within the University including various university organs. The comments from various stakeholders will be presented to the University PSEL Committee. Following the discussions of the PSEL Committee, the modified report should be submitted to the Senate for approval, and where necessary, for onward transmission to the University Council. The Policy shall be reviewed periodically to ensure adequacy and relevancy to all University Public Service activities. It shall be reviewed at least every five years or more frequently if need arises. Possible reasons for reviewing the policy can be attributed to the changing University environment, market forces, or any other reason.

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LIST OF BENCHMARKED INSTITUTIONS

Arusha Technical College (ATC)
Dar es Salaam Institute of Technology (DIT)
Kisii University
Moi University
Mzumbe University
Sokoine University of Agriculture (SUA)
The Catholic University of Eastern Africa (CUEA)
Tumaini University Dar es Salaam College (TUDARCO)
Uganda Business and Technical Examinations Board
University of Dar es Salaam (UDSM)
University of Dodoma (UDOM)
University of Nairobi
Universiti Sains Islam Malaysia (USIM)

