

1.0 INTRODUCTION

1.1 Background Information

The University Consultancy Bureau (UCB) was established in 1993 for the purpose of coordinating expertise and other resources at the University to enhance financial capability of the University and staff as well as to contribute effectively to the industrial and socio-economic development of the country and enhance its competitiveness. Until then, consultancy, which is one of the three main functions of the University, was carried out by individual staff members and some units in the then colleges, faculties and institutes' bureaus without any institutional coordination or oversight. UCB was therefore established to set broad policy and coordinate consultancy, contract research and services based on University concept of coordinated decentralization.

In 1994 the University published its first version of Consultancy Policy and Operational Procedures. A revised version was approved in April 2005 taking account of experience gained for nearly ten years as well and stakeholders' views. The 2005 Policy brought about a number of achievements, including an increase in the revenue generated by the University through consulting. However, until now, the income earned by the University is rather insignificant when compared to the vast wealth of expertise and other resources possessed by the institution. This prompted the University Council, at its 173rd meeting held on 10th May 2007 to task the University management to find ways of redressing this situation.

In addition to the low level of compliance among the University staff, there has been unsystematic and not well coordinated delivery of consultancy services. This means that the University and other stakeholders are unaware of its performance or contribution in one of the University's core functions. Yet, it is recognised that consulting services expose the teaching staff (and sometimes students) to practical problem solving experiences, networks and insights that contribute immensely to the effectiveness, relevance and quality of

teaching and learning as well as research. Therefore inadequacies in the consulting function affect the two other core functions. At the same time, if not properly managed, consulting activities could negatively affect teaching and research, as staff may end up spending most of their time and energy on consulting and relegating the other obligations.

1.2 Main Objectives

The main objective of this University Operation Policy and Procedures on consultancy is therefore to provide guidance to the University community and other stakeholders in addressing challenges in the consulting area thereby contributing more effectively to income generation, addressing social problems and enhancing quality of teaching and learning as well as research through enhanced management of the function.

2.2.1 Specific Objectives

Specific objectives are as follows:

- i) To set appropriate coordination and management systems of consultancy activities at the University.
- ii) To urge, even compel rational utilization of the University's resources in supporting the University's operational budget and staff through consultancy activities.
- iii) To set guidelines for increasing a share of consultancy income in funding the University's operational budget.
- iv) To set guidelines for sharing the income from consultancy activities across various legitimate participants.
- v) To set guidelines that will ensure equitable access to consultancy assignments by all staff members, including junior and female staff members.
- vi) To develop and maintain an effective and sustainable infrastructure and institutional capacities of the University.
- vii) To assist Colleges/Schools/Institutes to establish consulting bureaus where these do not exist.
- viii) To establish an Information Management System, i.e. a database

for information on consultancy activities so as to enhance monitoring and evaluation of consultancy activities as well as consultancy output database.

- ix) To set up a mechanism for effective marketing potential of the University consultancy capacity.
- x) To cultivate relevant partnerships and networks in consultancy with other education institutions, businesses, NGOs, local and international organizations; and
- xi) To address critical social and economic problems in the country as previously expressed in the National Vision, 2025 and Millennium Goals.

1.3 Scope of Consultancy Policy and Operational Procedures

The consultancy policy and operational procedures embraces, and of particular interest and relevance, applies to the following:

- a) All colleges, schools, institutes, academic/administrative departments and other institutional structures operating under the umbrella of the University.
- b) All staff, temporary and permanent, who are active in teaching, research, administration and provision of any form of support to the core functions of the University.
- c) All students registered with the University.
- d) All infrastructure, learning resources, governance/institutional set up, information dissemination structures and social amenities belonging to the University.

1.4 Vision

The Vision of UCB is that:

The University of Dar es Salaam becomes a leading provider of consulting, continuing education and outreach services in the Southern and Eastern Africa Region.

1.5 Mission

The Mission of UCB is that:

To coordinate, facilitate and promote the provision of quality consulting, continuing education, and outreach services by the University of Dar es Salaam.

2.0 POLICY ISSUES AND STATEMENTS

In the light of the Vision and Mission presented above and of the decision to formulate a University Consultancy Policy and associated Operational Procedures, the following six focal areas of policy were identified for articulation:

- a) Consultancy Management and Coordination;
- c) Capacity Building;
- d) Optimal Utilization of University Resources;
- e) Market and Marketing;
- f) Strategic Collaboration and Partnership; and
- g) Monitoring and Evaluation.

In the context of these areas of concern, challenges have been identified, policy statements articulated and strategies specified to address the same.

2.1 Coordination and Management of Consultancy Activities

a) Policy Issue

Notwithstanding a few positive contributions associated with UCB during its existence since 1995, it has not had the authority, direct influence or power to steer the various existing consultancy bureaus or facilitate the formation of consultancy operational units within the University structure where such units do not exist. In addition, UCB has had no authority of demanding reports and inventories on consulting undertakings. Furthermore, UCB lacks an efficient and effective structure for communication between it and the consultancy bureaus at lower levels. It is worth noting that managing consultancy at the University level requires well-organised and well-managed information storage, retrieval, and sharing as well as dissemination system that take advantage of ICTs.

Also, there are no clearly defined structural and functional linkages to harmonize and synchronize the functions and/or activities of the existing consultancy bureaus across the University. To date, UCB has not been able to live to the expected outcomes in part due to individual units working independently as separate entities without reference

to UCB. In addition, units, including UCB itself, compete for the same assignments (clients) as well as the same consultants. Office space and facilities at UCB are inadequate. There are also inadequate staff to support its routine activities as well as other UCB functions such as internal and external marketing, quality control, capacity building, as well as soliciting and coordinating consultancy assignments.

b) Policy Statements

The University shall:

- i) Provide clear mandate and capacity to UCB to coordinate, promote, regulate and demand accountability for consultancy performance at the University; and
- ii) Establish a database for consultancy activities.

2.2 Capacity Building

a) Policy Issue

Consulting is one way of learning from, as well as of building a fund of, experience. It exposes academic staff to the real world of life. The experience and insights gained in consulting should enrich both teaching and research, making them more relevant and problem oriented. Ideally, all lecturers should play some role in consulting, so as to benefit from this rich experience and insights and to bring these practical experiences and insights into their classes. Although the University comprises more than 850 staff members with more than 50 percent of them having PhD degree qualifications, most of them lack consulting skills. As a result of this, the quality and hence the success rate of tenders being submitted to clients is very low. Furthermore, most consultancies are carried out by only few experienced staff with good reputation in consultancies, who would be ready to work in groups or with young staff whether of the same or the other gender. This has translated into low capacity building in consulting skills among the young and other staff who lack consulting skills, matched by a low volume of consultancy revenue at the university.

There is a need to indicate how the junior and other staff who lack consulting skills can be accommodated and also how gender can be

mainstreamed in consultancy activities. In other words, there is a need to strategize on how consultancy services can be accessed equitably at the University. Further to that, there is also a need to advocate improvement on consultancy performance by availing sufficient and up-to-date equipment to departments.

b) Policy Statements

The University in collaboration with UCB shall:

- i) Develop and implement a human resource development programme focussing on short-, medium-and long-term consultancy needs; and
- ii) Ensure availability of necessary consultancy facilities and their optimal utilization for expedient and effective consultancy engagements.

2.3 Optimal Utilization of University Resources

a) Policy Issue

UCB was established to fully utilize available resources from the University, which are unfortunately currently underutilized, and to provide professional services to industry and the public as a whole. To date, UCB has failed to compete successfully in national, regional and international market places, whether in a normal consultancies or in contracted research. Many international organizations and agencies prefer contracting individual University staff members rather than through UCB. The act of individuals undertaking consultancy services without the UCB involvement not only denies income to the University, as most of these works are not reported even within the Colleges/Schools/Institutes and departments, but also lead to misuse of meagre University resources (offices, computers, electricity etc).

Low motivation for staff to work under UCB is attributed also to the fact that consultancy work contribution to staff promotion criteria is very low. In addition, many staff members are unaware of consultancy policies. Yet, the University consultancy policy lacks sanctions for non-compliance. Also it lacks an incentive mechanism for attracting staff

members to carry out their consultancies through UCB. Also, competition from specialized and well-known foreign consulting firms, coupled with corrupt practices in bidding for assignments and/or selecting winners, to a large extent deny the University the potential income from consultancy activities despite the capacity and capability it has. Further to that, the fact that the University is mainly publicly funded disqualifies it from some competitive bids, especially those given or overseen by the World Bank.

b) Policy Statements

The University shall:

- i) Set up a mechanism for motivating staff members to work under the UCB framework;
- ii) Set up sanctions for non-compliance; and
- iii) Promote and support a culture of ethics and professionalism in the administration of consultancy work University-wide.

2.4 Market and Marketing

a) Policy Issue

Currently, there is very low funding allocated to marketing of consultancy by the University/UCB. As a result of this, there is lack of a consultancy profile for marketing purposes, bidding and for the publicizing of the University's capacities and capabilities nationwide and worldwide. There is also an inadequate mechanism to capture the changing needs and opportunities for consulting, market/customer characteristics, preferences and satisfaction with consulting activities. The volume of consultancy at the University is affected also by an inadequate network with other consultants both inside and outside the country to maximize the success rate in bidding. There is also an insufficient and unpredictable financial capacitation from the Government, donor and private sector, which in turn affects the consultancy market and hence the consultancy revenue at the University. Even more seriously, UCB lacks a system for reconnaissance for consultancy assignments from the Government, the private sector and development partners.

As the consultancy markets are unpredictable, there is need for a unified marketing of consultancy potential, including capacity profiles for UCB and different consultancy units at the University. These should be put in place apart from participation in trade fairs. Also, UCB should initiate networking with other consultants both inside and outside the country in order to maximize success rate in bidding. UCB in collaboration with individual consultancy units or departments should map the consulting capabilities and prepare a data-base of consultants based on their experiences and real expertise, rather than academic qualifications alone and mere interests as is the case of the existing directory. There is also a need of enhancing marketing skills of staff members so as to make full utilization of consultants to address the needs of both the public and the private sector.

b) Policy Statements

The University, in collaboration with UCB, shall:

- i) Support and facilitate a unified marketing of its consultancy potential including capacity profiles for UCB and different consultancy units within the university;
- ii) Support and facilitate initiatives aimed at networking with other consultants both inside and outside the country so as to maximize success rate in bidding; and
- iii) Set up a system of reconnaissance and fore-sighting of upcoming consultancy assignments in the country and elsewhere in the region and beyond.

2.5 Strategic Collaboration and Partnership

a) Policy Issue

Despite the University's efforts to foster collaboration between Colleges/Schools/Institutes and Government, development partners, the private sector and various stakeholders at national, regional and international levels in research activities, there is no framework for cooperation, and/or partnerships in consultancy activities with these various parties. As a result, the University has missed out on critical opportunities, such as capacity building in terms of human resources

and facilities; marketing and use of her human resources; and transfer of knowledge and technology nationally and internationally. There is also lack of deliberate moves to network with consultants especially in the area of contracted research with the Diaspora to harness their expertise and experience as inputs for national development.

b) Policy Statements

The University shall strive to:

- i) Promote linkages, collaborative partnerships and working relationships between Colleges/Schools/Institutes, the Government, local and foreign development partners, including the Diaspora; and
- ii) Establish and strengthen collaboration between UCB and other regional and international coordinating bodies.

2.6 Monitoring and Evaluation

a) Policy Issue

Continuous monitoring and evaluation of consultancy activities at the university is an essential component of coordination, management and promotion of consultancy. The quality of consultancy activities and products has a direct relationship with the extent to which decision-makers in public and private-sector institutions and individual clients decide to make use of consultancy services at UDSM. Any loophole at UDSM has made them - and would continue to make them - decide to use consultants from elsewhere. Conduct of consultancy requires a sound ethical framework and a strong scientific merit in terms of justification/rationale for conducting it; as well as soundness and clarity of the objectives and methodologies to be employed. While some consultancy firms outside the university have an institutional mechanism for proper vetting of the consultancy proposals and protocols, the practice is not strictly adhered to at UDSM, resulting in some consultancy products being of poor quality being conducted.

Neither is there an institutional mechanism for assessing consultancy performance by stakeholders at the University. To ensure consultancy output effectiveness, monitoring of and of the quality assurance system

has to be in place. Although UCB is mandated to monitor consultancy activities at the university, it has been facing hitches in getting the necessary information from the consultancy units on account of weak UCB-bureaus linkages which do not oblige them to provide the information. There is a need to adopt and adapt a university-wide checklist of performance indicators aimed at ensuring quantifiable inputs and outputs of consultancy and ascertaining how it addresses issues relevant to national and societal needs.

b) Policy Statements

The University shall:

- i) Put in place an effective mechanism for consultancy quality assurance involving monitoring, evaluation and reporting; and
- ii) Ensure consultancy provision not only satisfies clients and UDSM stakeholders but also contributes significantly towards the improvement of quality of life among the target communities.

3.0 OPERATIONAL PROCEDURES FOR CONSULTANCY, SERVICES AND PROFESSIONAL DEVELOPMENT PROGRAMMES

3.1 Identification of Consultancy

Individual members of staff, departments, units, and colleges/schools/institutes are encouraged to solicit for consultancy projects from clients provided the same are contracted through normal procedures of the College/School/Institute. The consultancy bureaus may also solicit for consultancy projects on behalf of individual members of staff and departments. The College/School/Institute, through the following entry points (see Fig. 3.1) will acquire consultancy projects:

- a) The Manager of UCB
- b) The Associate Managers of Consultancy Bureaus
- c) Principals/Dean/Institute' Directors
- d) Heads of Departments
- e) Individual members of staff in the Colleges/Schools/Institutes
- f) Any persons with goodwill for the University.
- g) Solicitation from the client.

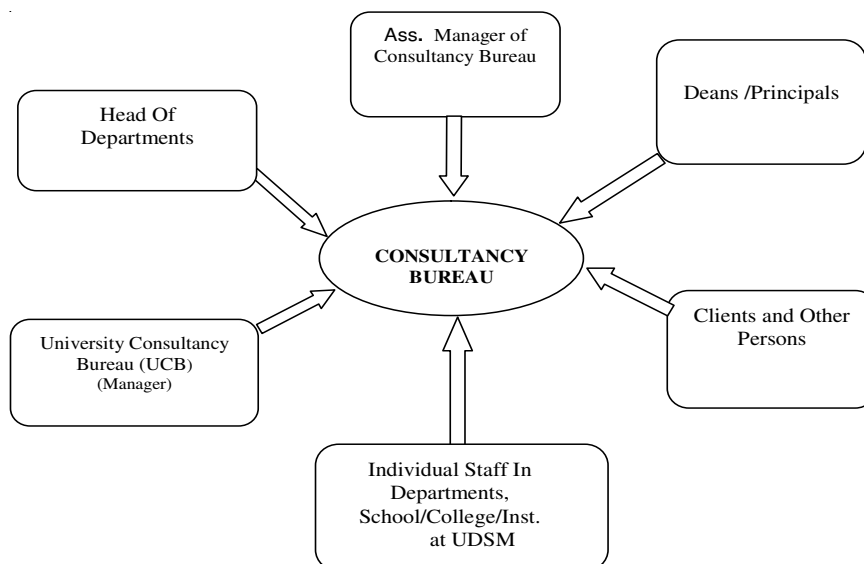


Figure 3.1: Entry Points for Project Acquisition by the College /School/Institute

3.2 Project Flow Stages

3.2.1 Projects Acquired by Associate Manager of the Bureau and the Manager UCB

Consultancy projects, including service jobs and PDP courses acquired by the Associate Manager of a consultancy unit shall be transmitted to the Project Coordinator for analysis of viability, practicability, and identification of appropriate Department that has the relevant expertise. Also projects acquired by the UCB Manager shall be routed to the Associate Manager of the consultancy bureau with relevant expertise to the assignment. These projects will be examined using the stages as shown in Fig. 3.2. Processing will take into account speed and efficiency of the work.

Stage 1: Project is received at any entry point. It is then passed on to the Project Coordinator for identifying the appropriate consultants to undertake the project.

Stage 2: The Project Coordinator, in collaboration with the Head of Department/Coordinators, will appoint a project team leader or consultants.

Stage 3: Head of Department expresses intent to the Bureau Project Coordinator to carry out the project after the team that will execute the project has been appointed.

Stage 4: The project team leader prepares a technical and financial proposal for the submission to the client through the bureau.

Stage 5: Preparation and signing of contract agreement between Associate Manager of the bureau and the Client. The agreement includes the agreeable payment schedule for the consultancy fees: from initial stage to submission of a draft report as well as after acceptance of final report.

Stage 6: The Project Team Leader and the key participants in the project sign a contract with the Bureau.

Stage 7: The Bureau allocates a registration number to the consultancy project. The Project Coordinator then informs the Finance Officer of the Bureau as well as the UCB Manager about the incoming project.

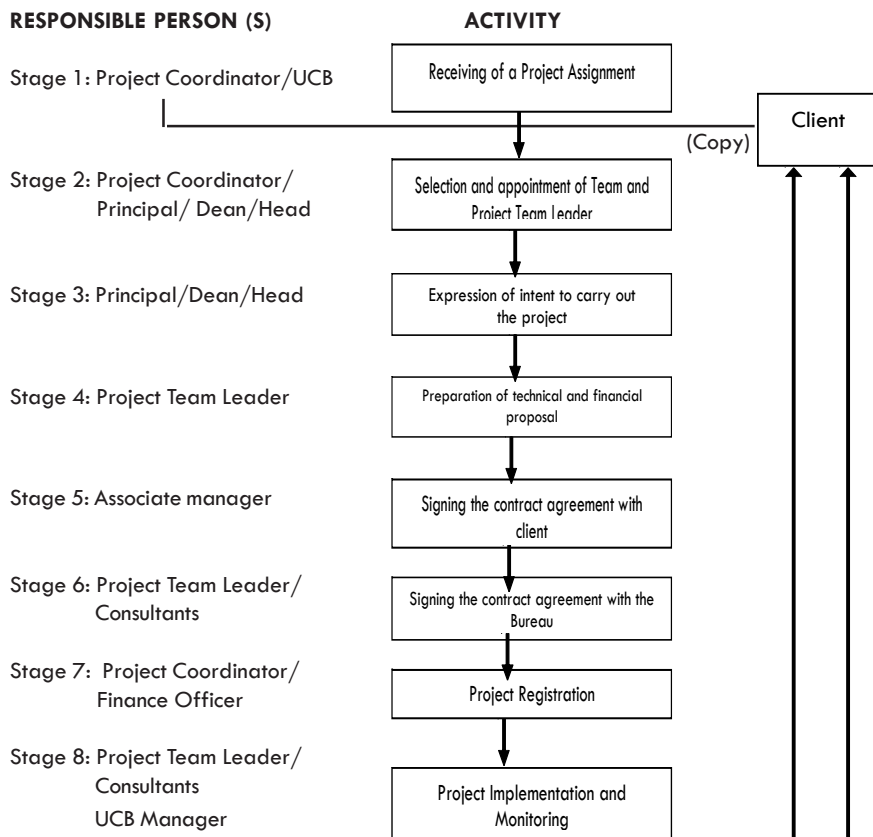
Stage 8: The Project Team Leader implements the project with the assistance of other consultants and supporting staff. Project

Coordinator monitors progress of the project and accordingly approves fund disbursements.

Stage 9: The Project Coordinator assesses the quality and completeness of the draft report prior to submission to the Associate Manager of the Bureau. The Associate Manager then submits the draft report to the client for comments.

Stage 10: Project Team Leader acknowledges receipt of comments on client's report and works on the draft report to satisfaction in line with client's comments.

Stage 11: The Associate Manager submits the final project report to the client, with a copy to UCB Manager and the Bureau Library if the report is not restricted.



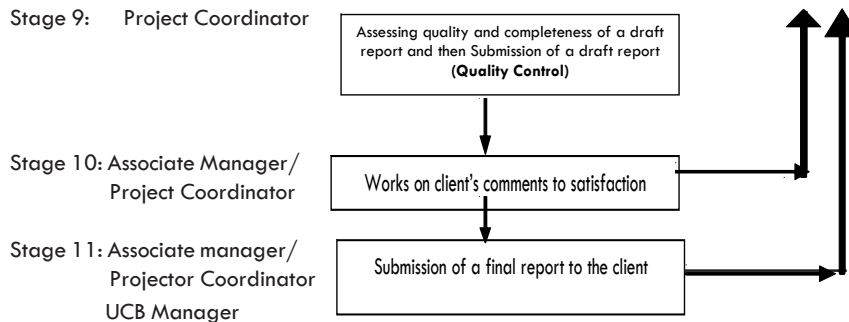


Figure 3.2: Project Implementation Flow Chart for Consultancy Activities

3.2.2 Projects Acquired by Colleges/School/Departments

Consultancy projects that are acquired through the Deans/Principals or Head of Department will be transmitted to the Bureau Project coordinator for analysis of viability, practicability, and appropriateness as indicated in Fig. 3.2.

Stage 1: Project is received at entry point. It is then passed on to the Projector Coordinator together with relevant information that will assist the Project Coordinator to identify the appropriate consultants to undertake the project.

Stage 2: Dean/Principal/Head of Department, in collaboration with the Project Coordinator, will appoint a Project Team leader and/or consultants.

Stages 3 through 11: Project flow from stages 3 through to 11 as in case of projects acquired by Associate Manager of the Bureau.

However the following should be noted:

- a) The Project Coordinators of the bureaus and heads of department are responsible for appointing the project team leader or consultants and not the Associate Manager of the bureaus or the UCB Manager as is currently practised.
- b) Staff members of UCB and of the consulting bureaus when they do qualify, should carry out their consultancy services under their respective heads of department and not through their consulting offices as is currently practised. This ensures transparency, professionalism and quality assurance.

3.2.3 Projects Acquired by Individual Staff Member Interested in Carrying Out Project

Consultancy projects that are acquired through an individual member of staff, including retired College/School/Institute staff that will carry out the project, will be transmitted to the Bureau Project coordinator for analysis of viability, practicability, and appropriateness as indicated in Figure 3.2.

Stage 1: Project assignment is received at an entry point. It is then passed on to the Project Coordinator for registration.

Stage 2: The Project Coordinator, in collaboration with individual staff including a retired College/School/Institute staff who has/have acquired the project, will appoint a project team leader or consultants. However, the Project Coordinator shall assess the capability of the individual staff/team that will carry out the project; where necessary the Project Coordinator will institute a modification of the team.

Stages 3 through 11: Project flow from stages 5 through to 11 shall be as that used in projects acquired by Associate Manager of the Bureau.

3.2.4 Projects Acquired by Individual Staff Member Not Carrying Out Project

Consultancy projects that are acquired through an individual staff who will not participate in executing the project will first be transmitted to the Project Coordinator for analysis of viability, practicability, and appropriateness as indicated in Figure 3.2.

Stage 1: Project is received at entry point. It is then passed to the Project Coordinator for identifying the appropriate consultants to undertake the project.

Stage 2: The Project Coordinator, in collaboration with the Dean/Principal or Head of Department/Coordinators, will appoint a project team leader or consultants.

Stages 3 through 11: Project flow from stages 3 through to 11 shall be the same as that used for projects acquired by Associate Manager.

3.3 Payment Procedures

The following stages indicate the procedure for effecting payment once the contract has been signed.

*Stage 1:*The Project Team Leader prepares a fee claim for the relevant assignment as specified in the signed contract agreement.

*Stage 2:*The Project Coordinator certifies payment claim, which is then submitted to the Associate Manager for authorization.

*Stage 3:*The accountant prepares an appropriate invoice to client for payment as per contract. He/she submits the invoice to the Associate Manager who then forwards to the client.

*Stage 4:*The Bureau shall release relevant payment to the consultants.

3.3.1 Obligation to Complete Contract Assignment

Members of staff who enter into contract agreement with the Bureau are obliged to accomplish the assignment as specified in the terms of the contract. Defaulters will be obliged to pay the full cost of the contract assignment and face any other consequences.

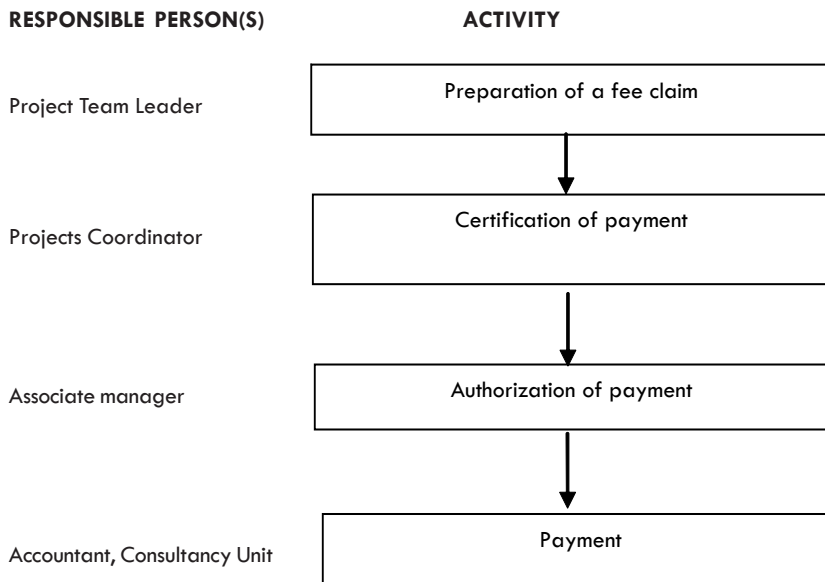


Fig.3.3: Payment and Accounting Procedures

3.4 Operational Procedures for Sharing Consultancy Revenues

3.4.1 The Current Surcharges

Institutional fees shall be based on the gross income. Uniform formulas for revenue sharing shall be used across the whole University regardless of the entry point of the project or of where the project was executed. Advantages of using uniform formulas include the following:

- a) Unnecessary competition between UCB and consultancy bureaus will be eliminated;
- b) It will be easy for UCB to monitor the income from projects and hence the shares to different beneficiaries as the formulas will simplify the computation of the same; and
- c) Management of shares and hence payments to different Colleges/Schools/Institutes and the University will be improved and bureaucracy eliminated.

The total institutional fee charged from consultancy jobs shall be 20 percent of the gross income, leaving 80 percent to pay for consultant fees and direct costs. However, for those projects which involve the use of University equipment and machinery up to 15 percent of the gross income shall be charged apart from the 20 percent institutional fee. All institutional fees shall be embedded in the total project cost that shall be submitted to clients. The distribution of the 20% institutional fee shall be as follows:

Table: 3.1: The new revenue sharing formulas for consultancy and PDP/service jobs

Consultancy Project			Services/PDP Courses	
S/No	Unit	Percentage share	Unit	Percentage share
1.	Department	5	Department	5
2.	College/School/Institute	2	College/School/Institute	2
3.	Consulting Bureau	5	Consulting Bureau	5
4.	UCB	2	UCB	2
5.	University	6	University	6
6.	Machine Charges	0	Machine Charges	Up to 15

3.4.2 Estimation of Machine Charges

For service jobs or PDP which involve the use of machines and expensive equipment, charges up to 15% shall be deducted from the gross income for the sole purpose of service, repair and maintenance or replacement of equipment depending on machine usage time. This will be apart from the 20 percent institutional fee. However, the minimum reduction of 5% machine charges shall be made for any service or PDP course irrespective of where it has been conducted. Table 3.2 indicates machine charge estimation based on the type of assignment. The head of department, in collaboration with respective head of laboratories, shall be responsible in ensuring the right machine charges are used and will be guided by the technical proposal and visual inspection of the work in progress to determine the right rates as given by Table3.2.

Table3.2: Machine Charge

S/No	Equipment Utilization (%)	Charge rate of the service rate	Type of activity
	0 - 30	5.0	Work done outside the University PDP courses: use of computers
	31 - 60	10.0	Maintenance jobs: use of equipment for checking faults, including light manufacturing jobs: with manual input
	61 - 100	15.0	Jobs that require extensive machining, testing samples in labs, extensive fabrication, etc.

3.4.3 Disbursement of Professional Fee

The Project Team Leader shall prepare a disbursement list of all participants/consultants for submission to the Associate Manager with copies to individual participants/consultants. The Associate Manager shall scrutinise it in consultation with Projects Coordinator and make direct payments to individuals. A token amount of up to 5% of the Gross income from the Professional fees shall be paid to individuals who solicited the jobs but were not involved in the execution of the same. The same token amount shall also be paid to individuals involved in vetting of consultancy reports.

3.4.4 Disbursement of Departmental/Faculty Shares for Joint Projects

The distribution of departmental and College/School/Institute shares shall be made in College/School/Institute. The team leader shall prepare the disbursement list and submit it to the Associate Manager of the bureau, with copies to the relevant heads of department and Deans/Principals of College/School/Institute.

3.5 Utilization of Institutional Fees

3.5.1 Institutional Overheads

All institutional overheads, including those of the University, UCB and Colleges/School/Institutes, should be paid to appropriate codes. It is worth noting that fees paid to the University and Colleges/Schools/Institutes are aimed at supplementing budgetary allocations from other sources. Fees paid to UCB and to consultancy bureaus are aimed at supporting the operation budgets and these funds will be under the control of UCB Manager and Associate Manager, respectively.

3.5.2 Machine Charges

Use of machine charge funds is to be limited to the units/centres that generate such funds for the sole purpose of service, repair and maintenance or replacement of equipment. Such expenditure shall require approval by the head of department and be reported back to the departmental staff members.

3.5.3 Departmental Shares

Departmental shares should be used by departments to meet costs of various activities in the department that cannot be covered by UDSM budgetary funds. These funds should also be allocated to various codes. The Head of the respective department would have to approve expenditure and report back to the departmental staff members.

3.5.4 Project Funds

The Projects Coordinator of the bureau shall monitor closely work progress against disbursement and act accordingly. The Projects Coordinator shall represent the interests of the client and the institution. The Associate Manager of the bureau shall approve disbursements in consultation with the Projects Coordinator.

4.0 OPERATIONAL PROCEDURES FOR MONITORING AND EVALUATION OF CONSULTANCY, SERVICES AND PROFESSIONAL DEVELOPMENT PROGRAMMES

4.1 Monitoring and Evaluation

The Deputy Vice Chancellor Academic office which is responsible for the implementation of this policy will make annual evaluations and prepare progress reports on the implementations of the policy to UCB. Consultancy Indicators shall be developed and be made available to enable stakeholders at all levels to monitor and assess consultancy activities at the University on regular basis. The investigative process shall therefore ascertain information at two levels:

- a) Information related to the performance of consultancy bureaus or departments as operational units. This largely pertains to implementation of planned actions and activities and achievement of results within the framework of everyday scheme of consultancy activities.
- b) Information related to response and reaction by targets and stakeholders in the consultancy terms-of-reference activities and with reference to the general context in which UCB operate. This type of information usually originates from the environment outside the UCB/University.

4.1.1 Monitoring

Tables 4.1 and 4.2 are sample formats to be used for presenting monitoring progress reports. Additionally, there should be an accompanying narrative report, designed and integrated with the tabular one in order to present a concise, informative and credible implementation status of the strategic plan at the end of every half-year.

There shall be two half-year workshops to discuss the progress in implementing the UCB Strategic Plan. These will be held a few weeks before UDSM level workshops on Strategic Planning Progress. The best timing for these workshops will be towards the end of June and

December. UCB will therefore make presentation of its progress to the University level workshops. The major input for UCB level reporting will be the approved reports from the Consultancy Bureaus at the Colleges, Schools and Institutes. It is advisable that also the lower consultancy bureaus use the same format for reporting as UCB's.

Table 4.1: Progress report on the implementation of the University Consultancy Policy and Operational Procedures: For the period from 20__ to 20__ (Sample Form)

Strategic Objectives	Planned		Achievements			Planned Remedial Action
	Planned Strategies	Planned Activity	Action Taken	Result	Reasons for Deviation	
1.	1.					
	2.					
2.	1.					
	2.					
	3.					
3.	1.					
	2.					
	3.					

Table 4.2: Progress report on the Implementation of the University Consultancy Policy and Operational Procedures (Financial): For the period from 20__ to 20__ (Sample Form)

Strategic Objectives	Planned		Achievements			Planned Remedial Action
	Planned Activity	Planned Budget	Actual Expenditure	Deviation	Reasons for Deviation	
1.	1.					
	2.					
2.	1.					
	2.					
	3.					
3.	1.					
	2.					
	3.					

4.1.2 Evaluation

Evaluation shall entail a periodic, all-inclusive assessment of the external efficiency and effectiveness of the University Consultancy Policy and Operational Procedures/Plan through, among other things, use of

monitoring data. The specific aspects for evaluation will be based on the Strategic Objectives as spelt out in the policy.

UCB shall conduct two types of evaluations: one to be conducted after every two and half years using an evaluation team internal to UDSM, and another at the end of the fifth year using external evaluators, appointed by the UCB Board. The UCB Board shall prepare and issue comprehensive terms of reference (ToRs) for the two types of evaluation. Feedback from the evaluation will be used to improve the Strategic Planning process at UCB. In addition to a narrative report responding to all prescribed ToRs, the evaluators will be expected to provide a tabular report of the evaluation as shown in Table 4.3.

Table 4.3: Tool for Evaluation of Strategic Plan Impact (Sample form)

S/No	Objective	Strategy	Planned Indicator	Achieved Indication	Impact assessed

4.2 Implementation of Monitoring and Evaluation

The UCB manager will have the overall responsibility for monitoring and evaluation of the Strategic Plan and the consultancy activity in general, and will ensure that a participatory approach to monitoring and evaluation is followed. This means that the various staff members and other stakeholders involved directly with implementation of the Strategic Plan will participate in the monitoring and evaluation exercise. Furthermore, the outputs of the monitoring and evaluation processes will have to be discussed at the participatory decision making fora related to UCB, from the lowest to the highest levels, that is from College/School/Institute levels to the University Council. The outputs will also constitute feedback to all staff so that they can improve their efforts related to the Vision and Mission of the UCB.