



# **CONSULTANCY POLICY**

*DIRECTORATE OF CONSULTANCY SERVICES (DCS)*

*JUNE, 2016*

**Consultancy Policy Approved by UR Board Of Governors Meeting of 18<sup>th</sup> April 2016**

## TABLE OF CONTENTS

LIST OF ABBREVIATIONS.....	iii
1:INTRODUCTION.....	1
2: PURPOSE OF CONSULTANCY POLICY .....	1
4: GENERAL APPLICABILITY .....	2
5: POLICY STATEMENT .....	2
6: BENEFITS OF CONSULTANCY .....	2
7: DEFINITIONS .....	3
8.1: Consultancy’s Contract and Coordination.....	4
8.2: Costing and Pricing .....	4
8.3: Permitted Level of Consultancy .....	4
8.4: Contractual Requirements .....	4
9: PRIVATE/INDIVIDUAL CONSULTANCY .....	4
10: SERVICES NOT COVERED BY THIS POLICY.....	5
11: AUTHORITY AND REVIEW OF POLICY .....	5
12: NON- COMPLIANCE.....	5
13: DISPUTE OF RESOLUTIONS .....	5
14: UNIVERSITY CONSULTANCY PROCESSES AND PROCEDURES.....	6
14.1: Capacity Building:.....	6
14.1.2: Optimal Utilization of University Resources: .....	6
14.2: Market and Marketing of Consultancy Office Services: .....	6
14.3: Strategic Collaborations and Partnerships: .....	6
14.4: Identification of Consultancy .....	7

<b>15: PERMISSION AND FORMATION OF CONSULTANCY TEAMS .....</b>	<b>8</b>
<b>16: INTERNAL CONSULTANCY .....</b>	<b>8</b>
17.1: Consultancies Acquired through URCO or UR Senior Management.....	8
<b>18: PROCESSES OF SELECTION OF CONSULTANTS .....</b>	<b>11</b>
<b>19: CONSULTANCY ACQUIRED BY COLLEGES/SCHOOLS.....</b>	<b>12</b>
<b>20: PAYMENT PROCEDURES .....</b>	<b>12</b>
<b>21: DISTRIBUTION OF INCOME FROM CONSULTANCIES .....</b>	<b>14</b>
<b>22: CONSULTANCY RATES.....</b>	<b>15</b>
<b>23: REIMBURSABLE EXPENSES.....</b>	<b>18</b>
<b>24: TAX AND PENSION INSURANCE .....</b>	<b>18</b>
<b>26: MONITORING .....</b>	<b>19</b>
<b>27: EVALUATION.....</b>	<b>19</b>
<b>28: UNIVERSITY OF RWANDA DIRECTORATE OF CONSULTANCY SERVICES STRUCTURE: .....</b>	<b>20</b>
<b>29: COMMENCEMENT OF THIS POLICY.....</b>	<b>21</b>

## **LIST OF ABBREVIATIONS**

- 1 CO: Consultancy Office
- 2 CCO: College Consultancy Office
- 3 DVC-AF: Deputy Vice Chancellor Administration and Finance
- 4 DVC-IA: Deputy Vice Chancellor Institutional Advancement
- 5 UR: University of Rwanda
- 6 URCO: University of Rwanda Consultancy Office

## **1: INTRODUCTION**

- 1.1** The University of Rwanda (UR) recognizes the value of its staff undertaking consultancy services for the purpose of utilizing expertise and other resources at the University to enhance financial capability of the University and staff as well as contribute to the development of the core activities of the University, particularly research.
- 1.2** In addition to that, consultancy is an important channel through which knowledge and expertise flow to and from businesses and other external agencies and therefore contributes to the development of growing and productive relationships with these businesses and agencies.
- 1.3** It is therefore the University's policy to encourage staff to engage in consultancy services wherever appropriate and in a manner that is consistent with their contractual responsibilities.
- 1.4** This policy is intended to provide the information required to undertake consultancy work in accordance with the University's rules and regulations.
- 1.5** This policy applies to all academic, academic support and administrative staff of the University.

## **2 PURPOSE OF CONSULTANCY POLICY**

- 2.1** The purpose of this policy is to set out the framework governing consultancy and other external services undertaken by staff of the University.
- 2.2** To encourage staff members of the University to undertake University supported consultancy and similar work provided it does not conflict with interests of the University.

### **3: SCOPE OF CONSULTANCY POLICY**

- 3.1: Colleges Schools, Departments and Centers operating under the umbrella of the University.
- 3.2: 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.
- 3.3: All infrastructures, learning resources, governance and institutional setup, information dissemination structures and social amenities belonging to the University.

### **4: GENERAL APPLICABILITY**

- 4.1: This policy governs the consultancy and other outside services engaged in by staff members.

### **5: POLICY STATEMENT**

- 5.1: University consultancy is a very important aspect of being an academic that can be used to foster long term relationships between industry, government, public sector and academia, UR staff are encouraged to engage in consultancy as a valued and legitimate activity.
- 5.2: This policy sets out the conditions under which the University will support and encourage University consultancy work.
- 5.3: **Consultancy Management and Coordination of Consultancy Activities:**
  - 5.3.1: The University of Rwanda shall establish a central unit that will have the mandate to oversee the implementation of consultancy initiatives across the University
  - 5.3.2: The Unit shall be known as the University of Rwanda Consultancy Office (URCO), and it shall have a defined structure with a clear mandate and capacity to coordinate, promote, regulate, monitor and evaluate performance of consultancy activities across the University as well as establish a database for consultancy activities.
  - 5.3.3: URCO shall be registered with the Rwanda Development Board as a profit making organisation under ownership of University of Rwanda.

### **6: BENEFITS OF CONSULTANCY**

- 6.1: A successful consultancy environment can bring substantial benefits both to individual members of staff and to the University as a whole.
- 6.2.: The direct benefits arising from consultancy include, but not limited to the following:
  - 6.2.1: Attraction and retention of talented and committed staff

- 6.2.2: Increasing the expertise and experience of University staff by involving them in real world problems, thus enriching their teaching and research experience.
- 6.2.3: Providing valuable services for local, regional and international organizations and hence contributing to socio-economic development.
- 6.2.4: Enhancing staff training and broader career interests.
- 6.2.5: Building links between the University and outside bodies, which may subsequently help the University to access research contracts and other funding sources,

## 7: DEFINITIONS

- 7.1: **Consultancy:** Is work of a professional nature, undertaken by University members of staff in their respective fields of expertise, for clients outside the institution for fee or other benefits which payment is made either directly to University or to the staff member(s).
- 7.2: **Consulting:** Means part-time service offered as a technical or professional adviser or practitioner. It involves the use of one's professional capabilities reputation to further the agenda of a third party for personal and/or financial gain.
- 7.3: **Consultant:** Any person who is contracted by URCO to provide consultancy service or technical input to a given consulting assignment.
- 7.4: **Contract Research:** Research which follows the same procedures as those of a consultancy.
- 7.5: **Full Cost Recovery:** Recovery of all direct and indirect costs associated with the consulting activity
- 7.6: **Low Profile Correspondences:** All sources of communication with the clients before, during and after consultancy services operations.
- 7.7: **Marketing Claims:** Claims from a staff member for having complete responsibility for bringing a project to the URCO.
- 7.8: **Private Consultancy:** Means consultancy undertaken in the strictly personal and private capacity of the consultant with no use of the University's resources, name, insurance coverage and no liability on the University.
- 7.9: **Staff Member:** Academic, Academic Support and Administrative staff employed by the University.
- 7.10: **University of Rwanda Consultancy Office (URCO):** Central unit or office that coordinates all consultancy activities for the University.
- 7.11: **University Supported Consultancy:** Consultancy provided through a contract entered into by the University with a third party in which work will be performed by staff member within areas of their academic, research or administrative expertise.

## **8: PRINCIPLES OF THE POLICY**

### **8.1: Consultancy's Contract and Coordination**

**8.1.1:** Main contracts of consultancies shall be signed by the DVC-IA for Institutional Advancement and the client and those to be implemented at the College level shall be signed by the College Principal

### **8.2: Costing and Pricing**

**8.2.1:** All University consultancy contracts shall be budgeted and billed in accordance with a schedule of negotiated and agreed rates

### **8.3: Permitted Level of Consultancy**

**8.3.1:** University employees are permitted to undertake a maximum of 30 day's consultancy activity per academic year with the approval of the College Principal. In some circumstances Colleges may authorize staff to undertake further consultancy work out with this limit. But this must be discussed and approved by the College Principal case by case.

### **8.4: Contractual Requirements**

**8.4.1:** The University may be held liable for consultancy services contracted by URCO.

**8.4.2:** URCO, therefore, before undertaking consultancies must strictly exercise due diligence by understanding the contractual obligations and ensuring that UR employees and other people external to the university, hired as consultants, are capable of delivering the desired services.

**8.4.3:** URCO shall make sure that all consultancies adhere to the ethical framework, principles and guidelines of UR, as well as comply with Rwanda laws.

## **9: PRIVATE/INDIVIDUAL CONSULTANCY**

**9.1:** This is consultancy work undertaken outside the University and not representing the University in any way.



- 9.2: The consultant who undertakes such tasks individually or through his or her registered independent firm or as a team member of another consultancy firm or as a contracted part-timer of any private or public company is permitted to undertake consultancy privately out of working hours. However, they must seek approval from Principal of the College.
- 9.3: University resources, such as laboratories, meeting rooms, IT equipment, software, database or email must not be used for private consultancy.
- 9.4: University will not provide professional indemnification or other insurance for a private consultancy.
- 9.5: Staff involved in non-work related consultancy must not use the University of Rwanda name to endorse any consultancy activity without prior written approval from DVC-IA- Institutional Advancement.

**10: SERVICES NOT COVERED BY THIS POLICY**

- 10.1: The development, sharing, use and publication of teaching and academic materials and other publications arising from consultancy shall be subject to University of Rwanda Intellectual Property Policy

**11: AUTHORITY AND REVIEW OF POLICY**

- 11.1: The ultimate authority for this policy resides with the UR Board of Governors.
- 11.2: The policy and its schedule shall be operated, maintained and formally reviewed every five years or as may be determined by the UR Board of Governors.

**12: NON- COMPLIANCE**

- 12.1: Failure to comply with the term of this policy may render the member of staff of UR liable to disciplinary action for misconduct or serious misconduct in accordance with the University's disciplinary provisions applicable under Human Resource Management Policy.
- 12.2: University shall recover from participating member of staff, any costs and damages to which the University has been exposed a result of a breach of this policy or proven negligence.

**13: DISPUTE OF RESOLUTIONS**

- 13.1: In the event of any dispute between UR client and a staff member relating to consultancy activities, each dispute shall first be reviewed by the DVC-IA, who will give their opinion within one month from receipt of grievance.

The DVC-IA shall appoint an arbitration committee composed of minimum of four (4) members, one of which shall be from outside the University, to consider the matter and make recommendations.

- 13.2:** In the event where the Consultants are not satisfied with the decisions of the arbitration committee, they may appeal to the UR Board of Governors within one month of the ruling, as communicated to them by the DVC-IA.

#### **14: UNIVERSITY CONSULTANCY PROCESSES AND PROCEDURES**

##### **14.1: Capacity Building:**

- 14.1.1:** University of Rwanda in collaboration with the Consultancy Office shall develop and implement a human resource development program focusing on short-medium and long-term consultancy needs and training and ensure availability of necessary consultancy facilities and their optimal utilization and effective consultancy engagement.

##### **14.1.2: Optimal Utilization of University Resources:** University shall:

- 14.1.3:** Set up a mechanism for motivating staff members to work under URCO framework.

- 14.2.4:** Set up sanctions for non-compliance and promote and support a culture of ethics and professionalism in the administration of consultancy activities across the university.

##### **14.2: Market and Marketing of Consultancy Office Services:**

- 14.2.1:** University of Rwanda in collaboration with URCO, shall

- 14.2.2:** Support and facilitate a unified marketing of its Consultancy Office across the Colleges

- 14.2.3:** Support and facilitate initiatives aimed at networking with other consultants, consultancy companies both inside and outside Rwanda.

##### **14.3: Strategic Collaborations and Partnerships:**

- 14.3.1:** In order to foster collaboration in consultancy activities, the University shall strive to:

- 14.3.2:** Set up a framework for collaboration and partnership with various stakeholders in consultancy activities.

- 14.2.3:** Strengthening collaboration between URCO and other consultancy office and firms inside and outside Rwanda.

**14.4: Identification of Consultancy**

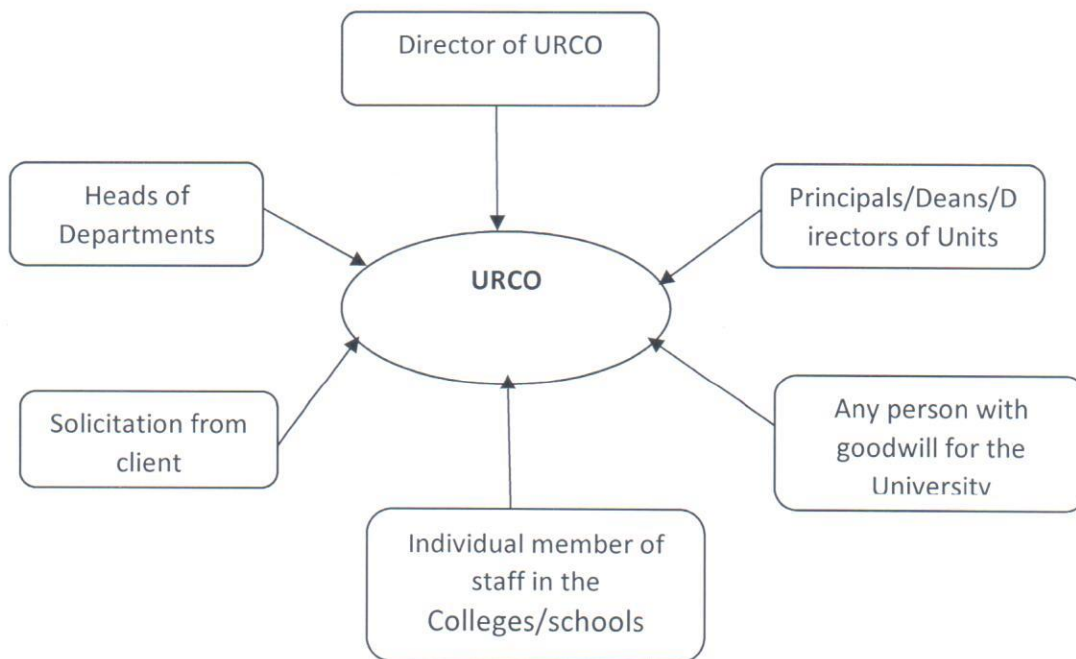
14.4.1: Individual members of staff may solicit consultancy projects from clients.

14.4.2: URCO may also solicit consultancy projects on behalf of individual staff members.

14.4.3: The College/School can acquire consultancy projects through the following entry points:

- The Director of URCO
- Principals/Deans/Units' Directors
- Heads of Departments
- Individual staff in the Colleges/Schools/Units
- Solicitation from a client.
- Any persons with goodwill for the University

**Figure 1: Identification of Consultancy**



**15: PERMISSION AND FORMATION OF CONSULTANCY TEAMS**

- 15.1: Staff members shall get a formal authorization from their respective line managers.
- 15.2: An individual member who solicits and obtains a consultancy job shall become automatically the team leader.
- 15.3: URCO shall work closely with College Consultancy offices to form teams of consultants for the assignment.

**16: INTERNAL CONSULTANCY**

- 16.1: Colleges, Schools, Centers and other Units, may from time to time, seek consultancy services from URCO.
- 16.2: URCO will draft the terms of reference (ToRs) for the consultancy assignment.
- 16.3: The consultants involved in the assignment shall be remunerated according to the approved budget.

**17: CONSULTANCY FLOW STAGES**

**17.1: Consultancies Acquired through URCO or UR Senior Management**

17.1.2: Consultancy projects acquired through consultancy office shall be evaluated for viability and practicability by the appropriate College/ School Department/Centre, which has the relevant expertise. The following stages to acquire consultancies shall be followed;

**Stage1:** The URCO or College Consultancy Office receives the project at any entry point and identifies the appropriate consultants to undertake the project.

**Stage2:** The College Consultancy Office, in collaboration with the Deans and the Heads of Departments, shall appoint a project Team Leader and consultants.

**Stage 3:** The project Team Leader prepares a technical and financial proposal for the submission to the client through the College Consultancy Office.

**Stage.4:** Preparation and signing of contract agreement between Deputy Vice Chancellor Institution Advancement and the client.

**Stage 5:** The Project Team Leader and the key participants in the project shall sign a contract with College Principal.

**Stage 6:** College Consultancy Office allocates a registration number to the consultancy project and manages the financial side of the project.

**Stage 7:** The project Team Leader shall be responsible for implementation and coordination of the consultancy activities with consultants and other supporting staff.

**Stage 8:** College Consultancy Office shall be responsible for monitoring of the progress of the consultancy.

**Stage 9:** College Consultancy Office and the project Team Leader assess the quality and completeness of the draft report prior to submission to the client. The team leader then submits the draft report to the client for comments.

**Stage10:** Team Leader acknowledges receipt of comments on client's report and finalizes the report taking into account comments from the client

**Stage 11:** The College submits the final report to the client.

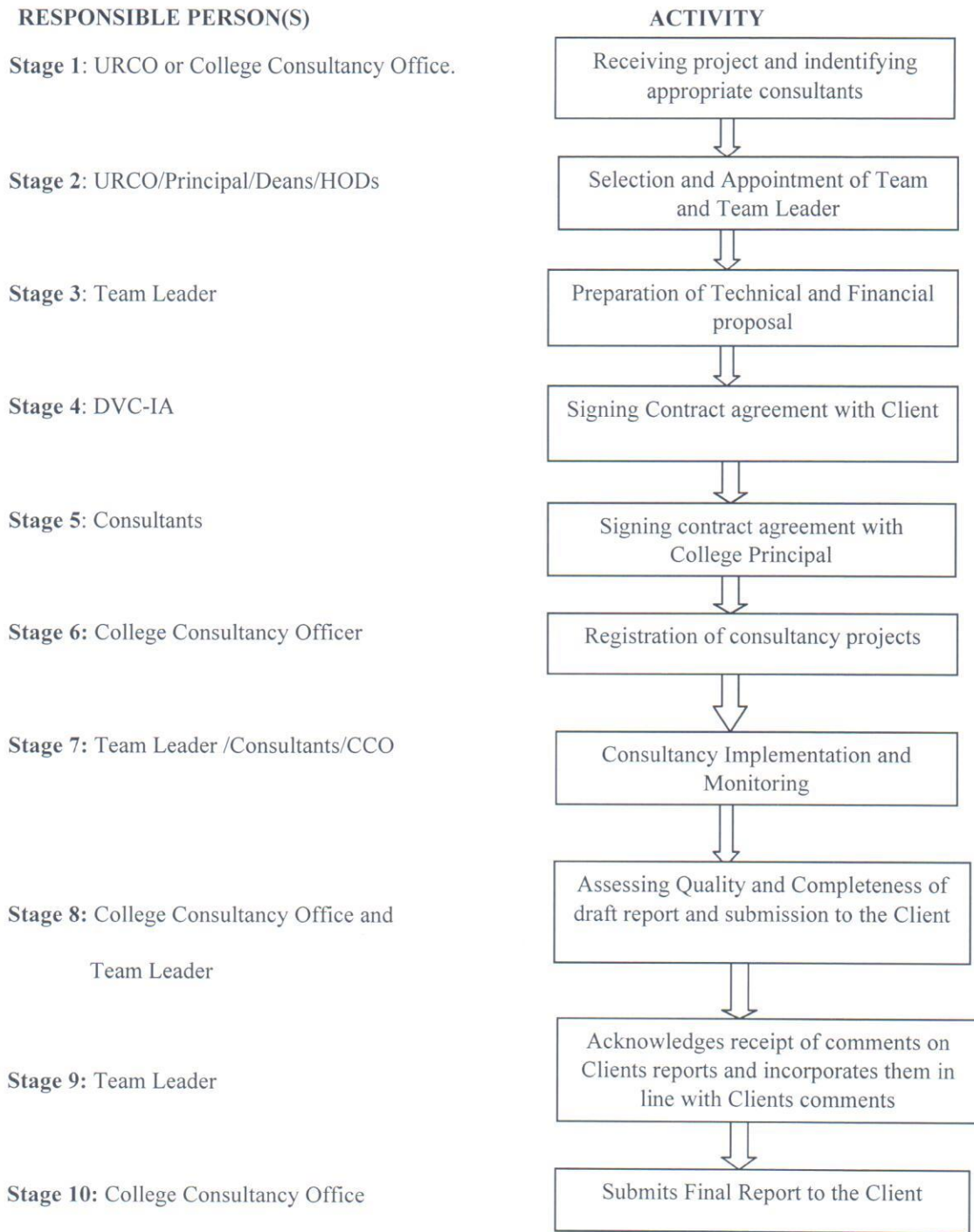


Figure 2: Consultancy Assignment Flow Chart

**18: PROCESSES OF SELECTION OF CONSULTANTS**

- 18.1:** College Consultancy Officers and nominated team members from Colleges/Schools/Departments shall select and assign consultants to assignments based on the following process.
- 18.2:** All consultants shall be given an equal chance to carry out an assignment.
- 18.3:** Weights will be calculated out of 100%, a person who scores above 70% will qualify as selected consultant
- 18.4:** Experience in conducting consultancy local and international settings
- 18.5:** Experience in the current field and capacity to complete the assignments.
- 18.6:** Technical expertise, qualifications and experience will be given due weights
- 18.7:** Knowledge of working language(s) for specific assignment will be given weights.
- 18.8:** Where there are two or more consultants qualifying to undertake a given assignment, the consultant evaluation team shall arbitrate.
- 18.9:** In an event where the assignment requires expertise, which UR-Colleges do not have capacity to perform the task; the College Consultancy Office shall have the discretion to outsource on approval of College Principal.
- 18.10:** Consultants shall be issued with a letter of assignment and a contract for the specific work to be undertaken.

**Table1: Scorecard for Selection of Consultants**

<b>CRITERIA</b>	<b>SCORE (%)</b>
Experience in the current field	30
Technical qualifications	30
Experience in conducting consultancy local and international settings	30
Knowledge of working language(s)	10
<b>Total</b>	<b>100</b>

**19: CONSULTANCY ACQUIRED BY COLLEGES/SCHOOLS**

**19.1:** Consultancy projects that are acquired through the Principals/Deans or Heads of Departments shall be transmitted to the College Consultancy Office for evaluation of viability, practicability, and appropriateness.

**20: PAYMENT PROCEDURES**

**20.1:** The following stages indicate the procedure for effecting payment once the contract has been signed; the payment process for duly completed consultancy assignments shall be in accordance with the following stages:

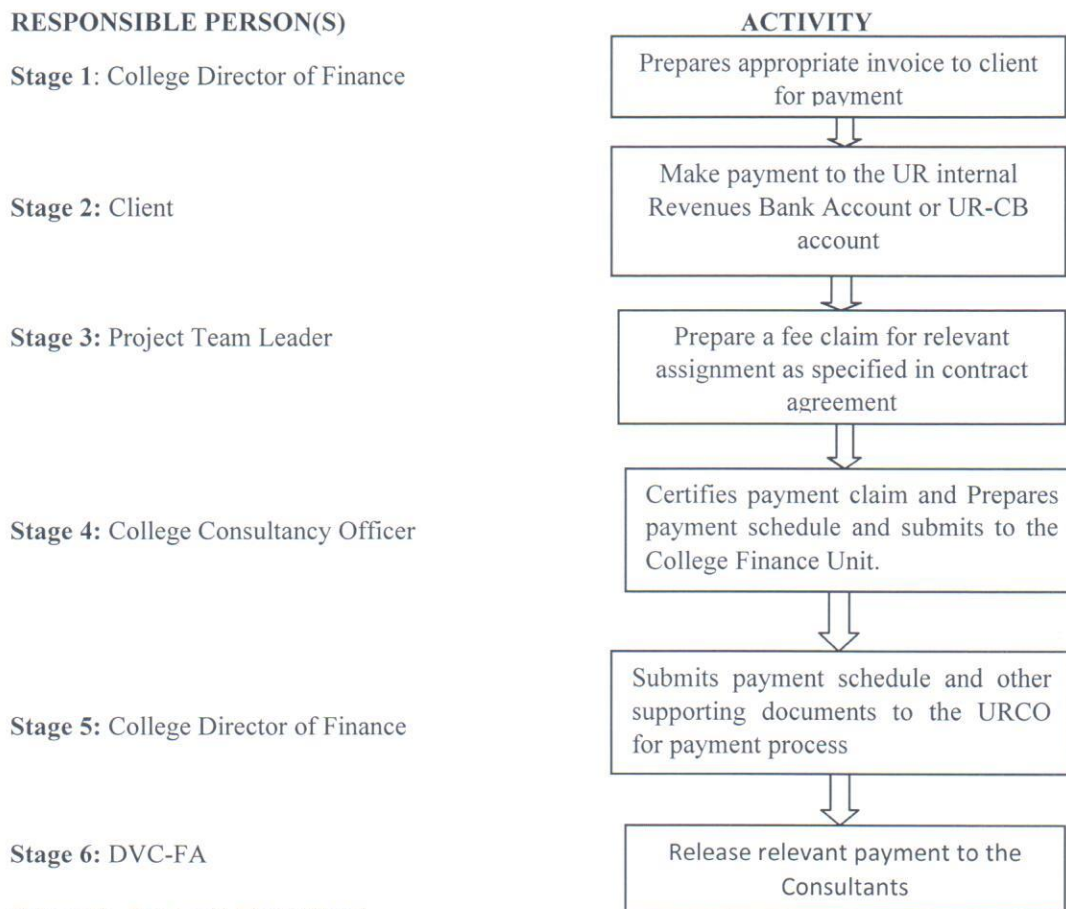
**Stage1:** The College Finance Office shall prepare an appropriate invoice to client for payment as per the signed contract

**Stage2:** The client shall make payment to the University of Rwanda Internal Revenues bank account or to the consultancy bureau bank account.

**Stage 3:** The Project Team Leader shall prepare a fee claim of the relevant assignment as specified in the signed contract.



- Stage 4:** The College Consultancy Officer shall certify the payment claim.
- Stage 5:** The College Consultancy Officer shall prepare a payment schedule and submit it to the College Finance unit for verification.
- Stage 6:** The College Finance Unit shall submit the payment schedule and other supporting documents relevant to the assignment to URCO for the payment process.
- Stage 7:** UR shall release relevant payment to the consultants within 15 working calendar days of receipt of the payment schedule and other supporting documents from URCO.



**Figure 3: Payment Flow Chart**

**21: DISTRIBUTION OF INCOME FROM CONSULTANCIES**

- 21.1: The University shall receive 10 percent of the gross income on consultancy fee for managing the consultancy and proving the University’s support.
- 21.2: The College/School/Department/Centers shall receive 20 percent of the gross income on consultancy fee.
- 21.3: The Consultant shall receive 70 percent of the gross income as consultancy fee.
- 21.4: All expenses incurred in the consultancy will be paid from the fee budgeted for.
- 21.5: Such expenses include, procurement costs, leasing of supplies, consumables, and fees use of University’s resources.

## 22: CONSULTANCY RATES

22.1: The costing and billing of consultancy services must be done in form of person-days to all Academic, Academic Support and Administrative staff based on academic rank , administrative level, qualifications and professional expertise and experience.

**Table 2: Local Consultancy Rates.**

S/N	ACADEMIC RANK	RATE PER DAY IN US\$ (TAX INCLUSIVE)
1	Professor	350
2	Associate Professor	300
3	Senior Lecturer	250
4	Lecturer	200
5	Assistant Lecturer	150
6	Tutorial Assistant	100

**Table 3: International Consultancy Rates**

S/N	ACADEMIC RANK	RATE PER DAY IN US\$ (TAX INCLUSIVE)
1	Professor	600
2	Associate Professor	500
3	Senior Lecturer	500
4	Lecturer	450
5	Assistant Lecturer	300
6	Tutorial Assistant	200

**Table 4: Administrative Staff Local Consultancy Rates**

S/N	FUNCTIONAL LEVEL	RATE PER DAY IN USD (TAX INCLUNSIVE)
1	Vice-Chancellor	350
2	Deputy Vice-Chancellor	350
3	Principal	250
4	Director/Advisor/Specialist	200
5	Manager	150
6	Professionals	100
7	Support Staff	50

**Table 5: Administrative Staff International Consultancy Rates**

S/N	FUNCTIONAL LEVEL	RATE PER DAY IN USD (TAX INCLUNSIVE)
1	Vice-Chancellor	600
2	Deputy Vice-Chancellor	600
3	Principal	400
4	Director/Advisor/Specialist	300
5	Manager	200
6	Professionals	150
7	Support staff	100

**Table 6: Consultancy Rates for Academic support.**

CATEGORY	FUNCTIONAL LEVEL	RATES PER DAY IN USD( TAX INCLUNSINVE)
1	-Chief Laboratory Technician -Senior Laboratory Technician -Laboratory Technician -Junior Laboratory Technician	150
2	-Chief Librarian -Senior Librarian -Librarian -Assistant Librarian	100

**Table 7: Trainer and Field Officers Consultancy Rates per Day for Academic, Academic Support and Administrative Staff**

S/N	CATEGORY	RATE PER DAY IN USD (TAX INCLUNSIVE)
1	Senior Trainer (Masters holder and above)	200
2	Trainer( Bachelors holder)	150
3	Field supervisor	100
4	Enumerator(data collector)	85
5	Data entry agent	50

**Table 8: Showing Trainer and Consultancy for Recruitment of Employees Rates per Hour for Academic Staff.**

S/N	ACADEMIC RANK	RATE PER HOUR IN RWF (TAX INCLUNSIVE)
1	Professor	40,000
2	Ass Professor	35,000
3	Senior Lecturer	30,000
4	Lecturer	25,000
5	Assistant lecturer	20,000

**Table 9: Showing Trainer and Consultancy for Recruitment of employees Rates per Hour for Administrative Staff.**

S/N	FUNCTIONAL LEVEL	RATE PER HOUR IN RWF (TAX INCLUNSIVE)
1	Vice-Chancellor	40,000
2	Deputy Vice-Chancellor	40,000
3	Principal	35,000
4	Director/Advisor/Specialist	20,000
5	Manager	15,000
7	Support staff	10,000

**22.2:** These rates shall be used for billing clients, but in case they do not reflect the market reality, then UR-CB shall use its discretion to revise the rates accordingly.

**23: REIMBURSABLE EXPENSES**

**23.1:** In case of expenses incurred by consultants and there is lack of supporting documents such as receipts, the consultant shall be compensated subject to the approval by the College Consultancy Office and upon presentation of an affidavit .

**24: TAX AND PENSION INSURANCE**

**24.1:** Payment shall be made electronically through the University central payroll system subject to appropriate to Pay as you Earn(PAYE) of 30% or withholding tax of 15% and pension deduction of 8%.

**25: IMPLEMENTATION, MONITORING, EVALUATION OF CONSULTANCY SERVICES**

**25.1: Implementation**

**25.1.1.** The office of the DVC-IA shall be responsible for the implementation of University Consultancy Policy and may delegate that responsibility to other persons.

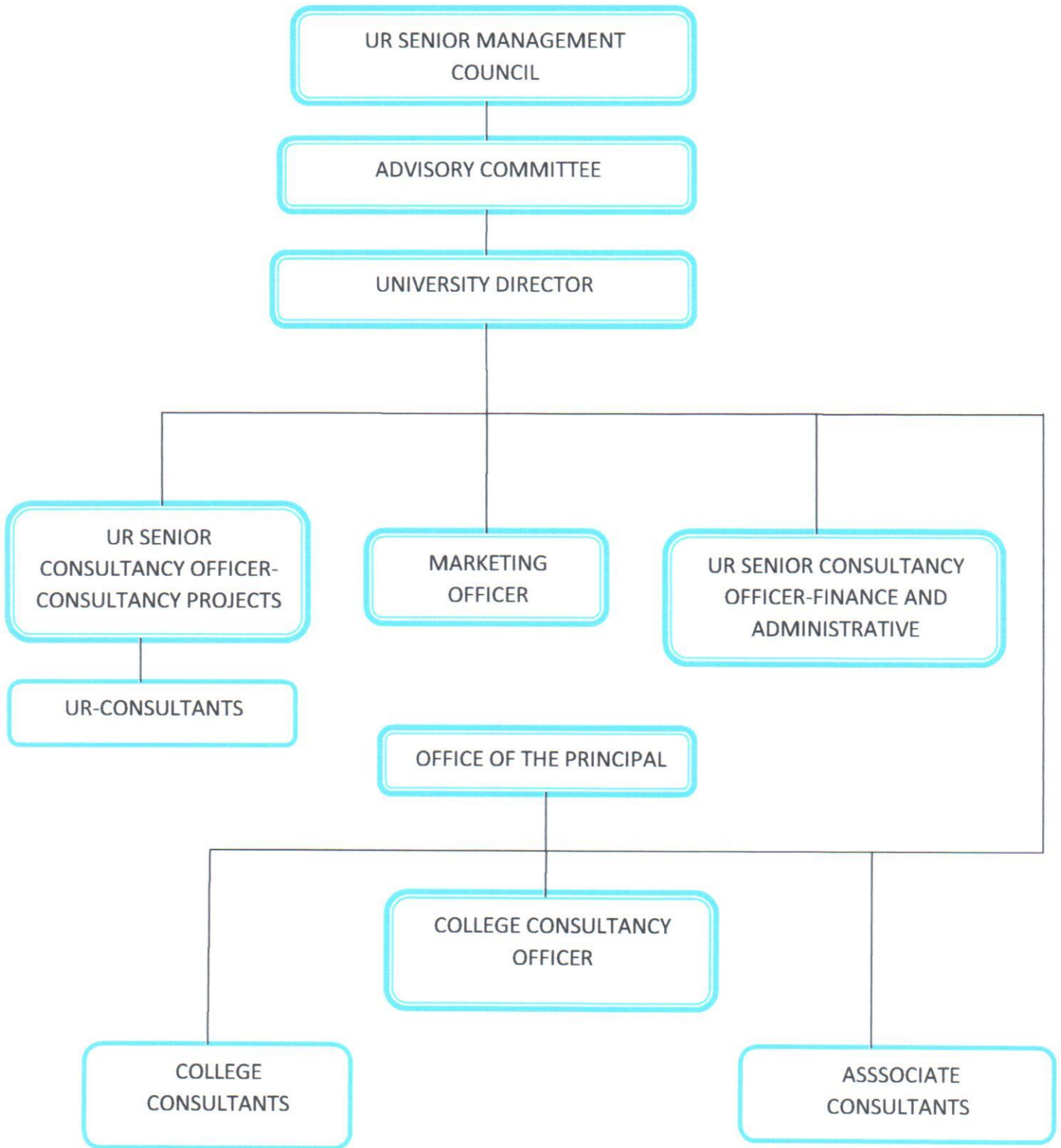
## **26: MONITORING**

- 26.1:** Checklist of performance indicators for all Colleges and Schools for the purpose of ensuring quality assurance of consultancy work conducted will be adopted by Consultancy Office.
- 26.2:** To ensure quality of consultancy activities across the Colleges, the University of Rwanda shall:
  - 26.2.1:** Put in place an effective mechanism for consultancy quality assurance involving monitoring, evaluation and reporting system.
  - 26.2.2:** Set up consultancy steering committee responsible for selection of consultants, and approve consultancy reports before being submitted to the client

## **27: EVALUATION**

- 27.1:** Evaluation shall entail a periodic, all-inclusive assessment of the external efficiency and effectiveness of the University consultancy policy.
- 27.2:** The evaluation will be conducted by using monitoring data at the end of every year.
- 27.3:** Evaluation tool will be developed by University Consultancy Office.

**28: UNIVERSITY OF RWANDA DIRECTORATE OF CONSULTANCY SERVICES STRUCTURE:**



*pe*



**29: COMMENCEMENT OF THIS POLICY**

This policy comes into force on the date of its approval by UR Board of Governors Meeting of 18<sup>th</sup> April 2016.

Kigali, on 7<sup>th</sup> June 2016



**Professor Philip COTTON**  
Vice Chancellor

