

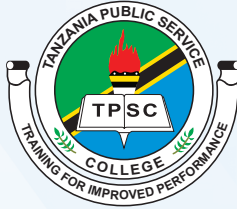


**THE UNITED REPUBLIC OF TANZANIA
PUBLIC SERVICE MANAGEMENT AND
GOOD GOVERNANCE**



TANZANIA PUBLIC SERVICE COLLEGE

**CONSULTANCY POLICY
AND OPERATIONAL
PROCEDURES
2025 – 2030**



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LIST OF ABBREVIATIONS

CEO	Chief Executive Officer
CV	Curriculum Vitae
DASS	Director of Academic Support Services
DPSST	Director of Public Service in Service Training
FBO	Faith-based Organisations
GLS	Global Learning Section
ICT	Information and Communication Technology
JPMC	Joint Project Management Committee
KPI	Key Performance Indicators
DR-ARC	Deputy Rector - Academic Research and Consultancy
DR-PFA	Deputy Rector - Planning, Finance, and Administration
JPMC	Joint Project Management Committee
M&E	Monitoring and Evaluation
MAB	Ministerial Advisory Board
MDAs	Ministries, Departments and Agencies
MoU	Memorandum of Understanding
M-RCP	Manager – Research, Consultancy and Publication
NGOs	Non-Governmental Organisations
PDPA	Personal Data Protection Act
PDPR	Personal Data Protection Regulations
POPSM&GG	President's Office- Public Service Management and Good Governance



PSST	Public Service In-service Training
QA	Quality Assurance
SOP	Standard Operating Procedures
TaGLA	Tanzania Global Learning Agency
TOR	Terms of Reference
TPSC	Tanzania Public Service College
VAT	Value Added tax

FOREWORD

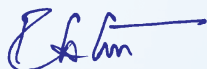
Consultancy activities present a vital avenue through which the College can harness its diverse expertise to facilitate knowledge exchange and drive economic, social, and cultural transformation for effective public service delivery. The College management actively encourages staff to engage in consultancy activities, seeing the staff as instrumental in contributing to individual and institutional growth.

Consultancy undertaken by staff members offers numerous benefits. It serves as an additional source of income for the college, fosters opportunities for collaboration with industry, and provides a platform for enhancing personal skills. Moreover, these activities elevate the College's reputation, strengthen its capacity for knowledge transfer, and contribute to the national socio-economic development. By engaging in consultancy activities, the College broadens its impact on public service delivery and plays a crucial role in addressing real-world challenges.

While consultancy activities do present certain risks, the College is committed to supporting and guiding its staff to engage in these ventures in a professional and well-regulated manner. Establishing the Consultancy Services Unit at TPSC is a testimony to this commitment. It is designed to manage, oversee, and support all consultancy works conducted within and on behalf of the College. This ensures that risks are minimized and that the integrity and reputation of the individuals involved and the College are safeguarded.

The College management believes this policy will encourage greater involvement in consultancy activities. Doing so aims to

benefit the individual staff members and the institution and contribute meaningfully to the broader Tanzanian public service. Through structured and well-supported consultancy, the College enhances its role as a driver of national development.



Dr. Florens M. Turuka
Chairman, College Ministerial Advisory Board

ACKNOWLEDGEMENTS

The development of the College Consultancy Policy was made possible through the dedication and hard work of all TPSC staff and external stakeholders. The Tanzania Public Service College (TPSC) sincerely thanks everyone who contributed to its development. Their dedication and expertise have been instrumental in shaping a structured framework that will enhance the effectiveness of consultancy services at TPSC.

Special appreciation goes to Dr. Hamisi Amani, Deputy Rector - Academic, Research, and Consultancy (DR-ARC), whose leadership and commitment played a pivotal role in guiding the preparation of this policy. His strategic insights and vision for strengthening consultancy activities at TPSC have been invaluable.

We also recognise the significant contributions of Dr. Charles Rwekaza (DR-PFA), the former Manager of Research, Publication, and Consultancy, whose foundational work laid the groundwork for streamlining this Consultancy Policy. Additionally, our heartfelt thanks go to Ms. Mariam Kuhenga, the current Manager of Research, Publications and Consultancies, for her dedication and meticulous efforts in refining and finalising this policy.

Our appreciation is also extended to the Campus Directors and the TPSC Management Team, whose collective input, critical reviews, and recommendations have enriched the policy's content. Their serious engagement ensured the policy aligned with TPSC's broader mission and objectives. Furthermore, we acknowledge the invaluable contributions of external stakeholders. Their perspectives, feedback, and shared experiences have been essential in ensuring that this policy addresses national socio-economic priorities while upholding the highest standards of consultancy service delivery.

Finally, we thank all staff members and contributors who provided comments, reviewed, and refined this document. Their unwavering commitment to excellence has resulted in a robust policy framework guiding TPSC's consultancy services towards greater efficiency, accountability, and impact. We also extend our gratitude to the members of the College Academic Board (CAB) and the Ministerial Advisory Board Sub-committee on Academic Affairs for the comprehensive review of this document and the invaluable recommendations they provided to the College Ministerial Advisory Board.

Special appreciation goes to the College Ministerial Advisory Board for its guidance, leadership, and final approval of this policy. Their endorsement was essential in enhancing the governance of consultancy activities.



Dr. Ernest Francis Mabonesho
Rector and Chief Executive Officer

EXECUTIVE SUMMARY

The Tanzania Public Service College (TPSC) recognises knowledge exchange as a core function, including providing consultancy services. A Consultancy Policy has been developed to ensure these activities are effective, productive, and aligned with the College's objectives.

The Consultancy Policy aims to enhance knowledge exchange to improve public service delivery, generate income to support TPSC's operational budget and address socio-economic issues of national interest. It seeks to improve teaching, learning, and research quality while establishing a structured and transparent framework for consultancy activities, promoting efficiency, accountability, and quality service delivery. The policy ensures consultancy services align with national development goals and public service transformation while strengthening collaboration between TPSC and key stakeholders, including government institutions, private sector entities, and development partners.

Additionally, it promotes continuous professional development among TPSC staff, safeguards the College's reputation and intellectual property, and develops clear procedures for securing consultancy opportunities in both public and private sectors. It also establishes guidelines for managing joint consultancy projects, creates a marketing and promotion strategy to enhance visibility, and sets up a transparent pricing framework that reflects the value of TPSC's expertise. Furthermore, the policy aims to maximise income generation, implement a robust data management system for tracking consultancy activities, ensure full compliance with tax regulations, and introduce a structured approach to risk management. Lastly, it establishes a formal feedback mechanism to capture client insights, ensuring continuous improvement and increased client satisfaction.

The policy encourages staff participation in consultancy while ensuring that such engagements do not disrupt the undertaking of the core College mandate. It outlines measures to protect the College's brand, uphold quality standards, and manage risks effectively through well-defined operational guidelines.

The absence of a structured consultancy framework has led to inefficiencies such as overlapping roles, poor coordination, and financial risks. In addressing these challenges, the policy proposes the establishment of a Consultancy Services Unit to coordinate the planning, execution, and monitoring of consultancy projects. This Unit will ensure compliance with national and international procurement laws, minimising legal and reputational risks.

The policy document is divided into six chapters. The first chapter provides an introduction and background, outlining the College's core values and mission. It highlights the importance of consultancy services in achieving TPSC's broader objectives, particularly in enhancing public sector capacity and knowledge dissemination. The second chapter presents a situational analysis, justification, and rationale for the consultancy policy. It assesses the current gaps in consultancy service delivery at TPSC, identifies challenges such as inefficiencies and lack of coordination, and establishes the need for a structured approach. It also defines the policy's objectives and scope, ensuring alignment with the College's mission.

The third chapter outlines the key policy issues, objectives, statements, and strategies. It provides a framework for addressing challenges in consultancy work, ensuring clear guidelines on how consultancy services should be undertaken, managed, and evaluated to achieve intended outcomes. The fourth chapter details the operational guidelines for implementing consultancy activities. These include defining the types of consultancy services, mechanisms for securing consultancy contracts, income distribution, taxation, conflict of interest

management, risk assessment, quality assurance, and client feedback mechanisms. These guidelines will ensure smooth execution while upholding transparency and accountability.

The fifth chapter defines the roles and responsibilities of various key actors in managing consultancy activities. These include the College Ministerial Advisory Board (MAB), Chief Executive Officer (CEO), Deputy Rectors (DR-ARC, DR-PFA), Campus Directors, and other relevant stakeholders. Clear role definitions enhance coordination, efficiency, and accountability in consultancy service delivery. The sixth and final chapter focuses on monitoring and evaluation. It establishes mechanisms for periodic review and assessment of the consultancy policy's effectiveness, ensuring continuous improvement. Additionally, it sets the operational date for policy implementation and provides guidelines for reviewing and updating the policy as needed. By implementing this policy, TPSC aims to enhance efficiency, accountability, transparency and the impact of its consultancy services, ensuring they contribute meaningfully to public service delivery, institutional growth, and national development.

CHAPTER ONE

INTRODUCTION

1.1 Institutional Background

Tanzania Public Service College (TPSC) is a semi-autonomous Executive Agency established by the Government in August 2000 under the Executive Agencies Act (Cap. 245). It operates under the President's Office, Public Service Management, and Good Governance (PO-PSMGG). The College was created within the Public Service Reform Programme Phase One (PSRP-1) framework, implemented from 2000 to 2011 and merged with the Tanzania Global Learning Agency (TaGLA).

The primary objective of establishing TPSC was to support public sector reforms by enhancing leadership, management, and administrative skills within the public service. This objective was achieved through quality training programmes, applied research and consultancy activities. TPSC plays a key role in transforming the public service into an entity with the capacity, systems, and culture that promote customer-oriented services while continuously improving public service delivery.

On June 18, 2019, TPSC merged with the Tanzania Global Learning Agency (TaGLA) to form a single public institution under a new organisational structure. However, the name Tanzania Public Service College was retained. This merger aimed to offer learning and development programmes that build competencies in both the public and private sectors while fostering public service values and ethics.

The new TPSC became operational on January 31, 2020, following the publication of its Establishment Order in the Government Gazette (G.N. 64). The College now integrates the functions of the former TPSC and TaGLA, which were initially outlined in the framework documents from 2000 and 2011, respectively.

TPSC operates through six campuses in Dar es Salaam, Tabora, Tanga, Singida, Mtwara, and Mbeya and a Global Learning Section (GLS). Each campus is led by a Campus Director responsible for implementing the College's core functions: Training, research, consultancy, and support services. The Campus Directors report directly to the Rector and Chief Executive Officer (CEO), whose decisions are guided and approved by the Ministerial Advisory Board (MAB) and the Parent Ministry – President's Office, Public Service Management, and Good Governance (PO-PSMGG).

1.2 Vision and Mission

1.2.1 Vision

To be a centre of excellence in facilitating knowledge sharing for quality public service delivery.

1.2.2 Mission

To build the public and private sector capacities and competencies through comprehensive training, applied research, consultancy, and technology-based information sharing platforms to deliver quality services.

1.3 Core Values

In fulfilling its mandates and objectives, TPSC strives to adhere to the following core values:

- (i) **Customer focus:** Strive to give out quality services to meet the needs and expectations of stakeholders;

- (ii) **Integrity:** Uphold the highest standards of ethical behaviour, honesty, and moral principles by observing good governance in discharging duties;
- (iii) **Innovation:** Uphold continuous creativity in the use of appropriate technologies to develop and deliver products and services;
- (iv) **Professionalism:** Adhere to the highest level of excellence or competency, standards, and best practices in performing duties to meet the needs and expectations of stakeholders;
- (v) **Impartiality:** Observe equality and avoid discrimination and any form of favouritism in service delivery; and
- (vi) **Teamwork:** Build and encourage a friendly and participatory working relationship amongst staff towards achieving institutional goals.

1.4 Core Functions

The roles and functions of TPSC are as follows:

- i. Offer statutory and voluntary training for all public servants;
- ii. Offering public servants access to training through the use of technology-based training facilities and programmes;
- iii. Conduct and coordinate public service examinations and public service proficiency Programmes to enhance public service delivery;
- iv. Develop skills, knowledge and awareness in management, leadership, administration and office support;
- v. Offer advisory/consultancy activities;
- vi. Provide training and knowledge-sharing platforms that meet the public service requirement and other beneficiaries.
- vii. Disseminate knowledge on public service management best practice through applied research and publication of research findings;

- viii. Harness global expertise in a variety of disciplines through linkages to development networks, the best faculty, and skills available in the world;
- ix. Enable target beneficiaries to learn in a friendly environment with fewer costs, fewer work disruptions, travel and social disconnection;
- x. Promote Government policies, learning culture, and supporting technological use among a wide range of actors for the enhancement of development in Tanzania;
- xi. Award bachelor's degrees, diplomas, and certificates to qualified graduates of a few professional programmes; and
- xii. Foster strategic alliances and partnerships with public and private training and development institutions and individuals to strengthen and deliver public service learning.

1.5 Definition of Key Terms

Bid Proposal: The technical and financial proposal sent to the Client. It is a formal document submitted by a contractor, consultant, or service provider in response to a request for proposals (RFP) or invitation to tender. It describes how the bidder plans to address the project's requirements.

Budget Holder: A person with a formal budget holding responsibility for the account from which the Consultant's honoraria are paid. All consultancy obligations are paid before the establishment of the consultancy, as recognised by the Tanzania Public Service College. In the case of TPSC, this is the Rector and CEO.

Consultancy: Defined as providing expert advice and work, which may involve analysis, measurement, or testing, is crucially dependent on a high degree of intellectual input from the institution, acting through an individual, to the Client (commercial or non-commercial). It is provided

to external clients, including public and private sector organisations. Consultancy may be further defined as two subcategories:

- (i) Consultancy undertaken by the TPSC staff member or as a project by research teams on behalf of TPSC;
- (ii) Consultancy is undertaken privately by the TPSC staff member.

Consultant: An expert who gives advice or service, being a full-time or part-time staff member of TPSC or engaged in a consultancy project involving the College in cooperation or sub-contracting arrangement.

“Consulting Firm” or “Client”: An individual, a company, or an institution other than TPSC that is offering an opportunity for experts to undertake consultancy activities on a contractual agreement with the TPSC consultant (or individuals affiliated with TPSC). This can be the government, government institutions, Non-Governmental Organisations (NGOS), International Organisations, individuals, private business people, etc.

Contract: This means a legally binding written agreement between the Consultant and the Client specifying the terms and conditions of an assignment.

Fee: This means the price and range of pricing a typical client pays for a service rendered by the college staff/the college consultants, as stated in the consulting agreement.

Joint/Collaborative Consultancy Works: This means consultancy activities secured and/ or undertaken jointly by TPSC and other academic institutions, development partners, professional units, the private sector, and other stakeholders at national, regional, and/or international levels.

Report(s): means Final consultancy report (s) submitted to the client.

CHAPTER TWO

TPSC CONSULTANCY WORKS

2.1 Situation Analysis

One of the core functions of the TPSC is to stimulate knowledge exchange, which includes conducting consultancy activities. Offering such services requires a policy to guide the various processes and make the provision of consultancy an effective and productive undertaking for TPSC, its staff, and the country. This Consultancy Policy is designed to promote and regulate consultancy activities, emphasising knowledge exchange to enhance effective public service delivery, collaboration, income generation for the college, and address socio-economic issues of national interest. The policy encourages staff engagement in consultancy activities, ensures quality and continuity without disrupting core College operations, and generates revenue to support the College's operational budget. It also supports staff undertaking consultancy work, establishes equitable cost-sharing measures, and protects the College's reputation and intellectual property rights.

TPSC is a college with a diverse and experienced staff specialising in consultancy, training, and research across both public and private sectors. Through its Consultancy, Research, and Publication Unit, the College and its staff deliver a wide range of consultancy services to various clients, including Ministries, Departments, Executive Agencies (MDAs), Local Governments, NGOs, financial institutions, Civil Society Organizations (CSOs), Faith-Based Organizations (FBOs), and the private sector.

The College's areas of expertise include strategic and business planning, institutional governance frameworks, board performance evaluations, business process re-engineering, financial management systems, and monitoring and evaluation. Other key capabilities include developing schemes of services, conducting training needs assessments, designing and facilitating training programs, and supporting organisational/institutional development. Additionally, TPSC provides services in ICT, entrepreneurship, board governance, leadership, policy formulation and reviews, procurement and supply management, and ethics and customer care improvements. Furthermore, the college is involved in specialised areas like oil and gas contract management, utility price setting, and performance management systems. With its broad knowledge base, TPSC offers expertise in records management, asset management and disposals, customer satisfaction surveys, and institutional capacity assessments. Through these varied consultancy services, TPSC help improve the functioning and development of its clients across multiple sectors.

Securing consultancy opportunities is vital for TPSC's growth and financial sustainability. However, the college faces challenges such as limited awareness of available opportunities, inconsistent participation in bidding processes, and a lack of marketing and proposal writing skills. The competitive landscape, with strong competition from private firms and international agencies, further complicates securing these opportunities. Additionally, navigating complex procurement regulations and compliance with the Public Procurement Act (2023) adds to the challenges. A more structured, strategic approach to identifying and pursuing consultancy work is essential for TPSC to expand its influence and revenue streams while maintaining compliance with legal requirements.

Effective management of consultancy projects is crucial for maintaining quality service delivery and ensuring client satisfaction. Currently, TPSC lacks a defined system for planning, executing, and monitoring consultancy work, leading to inefficiencies. Issues

such as overlapping roles, poor coordination between departments, and a lack of clear management frameworks result in delays and financial risks. Establishing a Consultancy Services Unit with clear roles, responsibilities, and standard operating procedures (SOPs) would improve efficiency, accountability, and the ability to manage joint consultancy projects. This will also ensure compliance with national and international procurement laws, protecting TPSC from reputational damage and legal consequences.

Financial sustainability is another key area requiring attention.

While consultancy projects present significant revenue potential, TPSC struggles with inconsistent pricing, delayed payments, and a lack of clear financial policies. There is also a limited staff incentive for participation in consultancy work. By developing a transparent pricing framework, diversifying income streams, and implementing clear revenue-sharing policies, TPSC can ensure better financial management. Furthermore, improving data security and tax compliance will protect the organisation from legal risks and penalties, enhancing overall operational efficiency and positioning TPSC for long-term success.

TPSC's consultancy activities involve staff or affiliated individuals collaborating with external clients and public and private organisations within and outside Tanzania and abroad. These engagements offer opportunities for professional growth and help strengthen institutional networks. The 2020/2021–2025/2026 Rolling Strategic Plan emphasises the importance of diversifying revenue streams beyond traditional sources like tuition fees, making consultancy a core institutional pillar.

In a competitive present environment, TPSC faces pressure from public and private institutions striving for students, government funding, and partnerships. While private institutions often adopt modern curricula and technologies faster, TPSC benefits from established credibility and regulatory support. To stay relevant, the College must improve

service delivery, governance, and business processes through periodic reviews and strategic realignment.

The foregoing analysis stresses the need for a consultancy policy that aligns with TPSC's core values, strategic objectives, and mandates. The policy will leverage strengths like governance structures and government support by addressing financial constraints, unnecessary bureaucratic processes, and limited responsiveness. The absence of a consultancy policy has led to inconsistencies in consultancy service delivery. Developing this Consultancy Policy will formalise processes, enhance accountability, and ensure compliance with relevant guidelines, supporting sustainable growth and competitiveness in key areas such as ICT, entrepreneurship, and policy development.

2.2 Justification for the Policy

One of the core functions of the Tanzania Public Service College is to promote knowledge exchange, including the acceptance and provision of consultancy activities. A policy is essential to guide these processes and ensure that consultancy efforts are effective, productive, and beneficial to TPSC, its staff, and the country as a whole. The development of a Consultancy Policy and Operational Guidelines for the Tanzania Public Service College is imperative for several critical reasons:

- a) Absence of a Centralised Guideline:** The College lacks a centralized, coherent guideline for standardizing consultancy activities, leading to inconsistencies and difficulty in standardising practices. A well-defined policy would ensure that consultancy activities are structured, transparent, and efficient across the College.
- b) Introduction of the National e-Procurement System:** The National e-Procurement System (NeST), introduced in 2019, mandates public institutions to advertise consultancy works online. To remain competitive, they must adopt new strategies.

A comprehensive policy will help the college navigate the digital landscape and enhance its ability to secure consultancy works.

- c) **Collaboration with other Institutions:** The College has established collaborations with institutions locally and internationally, often involving joint consultancy projects. These require a consistent approach and mutual understanding. The Policy and Operation guidelines will ensure all parties adhere to agreed-upon standards and protect the College's interests.
- d) **Alignment with Institutional Goals and Vision:** A well-structured Consultancy Policy aligns consultancy activities with the broader goals and vision. It provides a roadmap on how consultancy activities should be conducted in line with knowledge sharing for effective public service delivery. Moreover, when consultancy activities align with the college's activities, they enhance its reputation, contribute to national development, and generate additional revenue streams.
- e) **Capacity Building and Professional Development:** The policy also contributes to capacity building within the College. It encourages the development of staff expertise in consultancy work, promotes professional growth, and enhances the college's ability to deliver high-quality services to clients.
- f) **Ensuring Academic Integrity and Maximising Economic and Academic Benefits:** Consultancy work impacts the academic reputation of the individual consultant and the College. Thus, there is a need for a standard guiding policy for such undertakings. Moreover, the academic and economic benefits that accrue from completing consultancy assignments demand formalised and orderly mechanisms capable of ensuring optimal harnessing and utilisation of these benefits, hence the justification for this Policy. This Policy intends to address the gaps above and the implementation process in the current competitive environment.

2.3 Objectives of the Policy

2.3.1 Overall Objective

To establish a comprehensive framework that guides the effective execution of consultancy activities at the Tanzania Public Service College (TPSC).

2.3.2 Specific Objectives

- a) To define an administrative structure that oversees and coordinates all consultancy activities of the College.
- b) To develop procedures for securing consultancy opportunities in the public and private sectors.
- c) To establish guidelines for managing joint consultancy projects with other institutions.
- d) To create a marketing and promotion strategy that enhances the visibility and reputation of the College's consultancy activities.
- e) To promote continuous professional development and capacity building among college staff so that they can undertake consultancy work.
- f) To establish a transparent pricing framework for consultancy activities that reflects the value of the College's expertise.
- g) To maximise the college's income generation and create a fair and transparent system for the distribution of income generated from consultancy services.
- h) To implement a data management system that tracks and documents all consultancy activities, ensuring accurate record-keeping, reporting, and compliance with relevant regulations.
- i) To establish clear guidelines and procedures for ensuring compliance with tax regulations and other obligations in all consultancy activities.

- j) To establish a structured approach to proactively identifying, assessing, and managing risks associated with consultancy projects undertaken by the College.
- k) To establish a formal feedback mechanism that captures client insights on completed consultancy projects, enabling TPSC to refine its activities and increase client satisfaction.
- l) To ensure effective sharing and dissemination of consultancy information.

2.4 Methodology and Stakeholders' Engagement

The methodology used to gather information and develop the consultancy policy and operational procedure themes were comprehensive and collaborative, incorporating feedback from a diverse range of stakeholders. The process began by engaging key groups, including TPSC facilitators, campus management, the College's top management, the College Academic Board (CAB), and the Ministerial Advisory Board (MAB) Subcommittee for Academic Affairs. These stakeholders provided valuable input that informed the policy's direction and content. External stakeholders' perspectives, feedback, and shared experiences have been essential in ensuring this policy addresses national socio-economic priorities.

The policy document was presented and discussed in multiple settings to ensure a thorough review and refinement. It was initially shared and debated in management meetings and CAB sessions, allowing for a broad evaluation of its effectiveness and relevance. Following these discussions and engagements, the MAB Academic Sub-committee further reviewed the policy, contributing additional insights and recommendations. This feedback process improved and refined the policy, ensuring that the final document reflected a well-rounded and carefully considered approach to the consultancy policy and operational procedures.

2.5 Scope of the Policy

This policy applies to Tanzania Public Service College (TPSC) staff conducting consultancy work in public and private organisations. It covers all employees of TPSC under its purview, within the purview of the standard terms and conditions of employment in the public service. Additionally, staff members may undertake private consultancy work with the permission of the CEO.

This policy applies to consultancy activities that comply with Tanzanian Public Procurement Laws and Regulations, including the Public Procurement Act (PPA), 2011/2023, the Public Procurement Regulations, 2018/2024 (as amended), and relevant international standards. These regulations emphasize fair competition, transparency, accountability, and value for money in consultancy activities.

CHAPTER THREE

POLICY ISSUES, OBJECTIVES, STATEMENTS, AND STRATEGIES

3.1 Policy Issue: Administrative Structure

An effective administrative structure is crucial for the successful execution and coordination of consultancy activities within any academic institution. At Tanzania Public Service College, establishing a centralised and robust administrative framework is essential to ensure that all consultancy activities are managed efficiently and aligned with the College's strategic objectives.

OBJECTIVE

To define an administrative structure that oversees and coordinates all consultancy activities within the college.

3.1.1 Policy Statements:

- (i) The Consultancy Services Unit was established under the Office of DR-ARC and headed by a manager.
- (ii) Campuses shall establish consultancy units linked to a TPSC-wide coordinating entity linked through the institutional framework to allow smooth coordination.
- (iii) The Consultancy Services Unit Manager's roles and responsibilities shall include advising the DR-ARC on all matters related to consultancy, project coordination, client engagement, and quality assurance support.

- (iv) Regular reporting mechanisms between the Campuses and college leadership shall be established to ensure alignment with institutional core values and objectives.

3.1.2 Policy Strategies:

- (i) Establish the organisational structure of the College Consultancy Services Unit activities.
- (ii) Develop guidelines to serve as a framework for communicating Consultancy activities at the College and Campus levels.
- (iii) Prepare and institutionalise a reporting format for consultancy assignments across the College.
- (iv) Design and develop standard operation procedures and management of consultancy assignments to guide how consultancy assignments are received in the respective consultancy departments in Campuses and how those consultancies are.

3.2 Policy Issue: Securing Consultancy Opportunities

Securing consultancy opportunities in both the public and private sectors is vital for expanding Tanzania Public Service College's (TPSC) impact and revenue streams. Developing standardised procedures for identifying and pursuing these opportunities ensures a consistent and strategic approach.

OBJECTIVE

To establish a structured and strategic approach for identifying, securing, and managing consultancy opportunities in both the public and private sectors to enhance revenue streams and the general impact of Tanzania Public Service College (TPSC).

3.2.1 Policy Statements:

- (i) TPSC shall actively seek and engage in consultancy opportunities that align with its mandate and expertise.
- (ii) TPSC shall ensure that consultancy services uphold professional integrity, quality standards, and value for money.
- (iii) The College shall develop capacity-building initiatives to equip staff with the necessary skills to undertake consultancy assignments effectively.
- (iv) They shall undertake regular market analyses to identify emerging trends and potential consultancy projects in both sectors.
- (v) The College shall enhance partnerships and networks with key stakeholders in the public and private sectors to facilitate the identification and execution of consultancies.

1.1.2 Policy Strategies:

- (i) Maintain a consultancy portfolio showcasing successful past projects and client testimonials.
- (ii) Establish a dedicated unit or task force to coordinate and oversee the preparation and submission of consultancy proposals.
- (iii) Conduct regular market research to identify potential consultancy opportunities in key sectors.
- (iv) Establish partnerships with government agencies, private sector entities, international organisations, and other non-state actors to increase visibility and credibility.
- (v) Develop a monitoring and evaluation mechanism to assess the quality and impact of consultancy projects.

3.3 Policy Issue: Management of Joint Consultancy Projects

Managing joint consultancy projects with other institutions requires clear and equitable guidelines to ensure successful collaboration and mutual benefit. By establishing these guidelines, Tanzania Public Service College (TPSC) can create a structured framework that defines all parties' roles, responsibilities, and expectations.

OBJECTIVE

To establish guidelines for managing joint consultancy projects with other institutions.

3.3.1 Policy Statements:

- (i) Memoranda of Understanding (MoU) shall outline each party's roles, responsibilities, and expectations in joint consultancy projects and undertakings.
- (ii) A Joint Project Management Committee (JPMC) for each collaboration, comprising representatives from all partner institutions, shall be established.
- (iii) A shared project management framework shall be implemented to ensure consistency, transparency, and accountability in joint projects.
- (iv) Establish and maintain linkages, collaborations, and strategic networks with the government and local and international institutions.

3.3.2 Policy Strategies

- (i) Engage the Legal Services Unit to ensure the MoU adheres to the college's policies and relevant laws.

- (ii) Establish a regular meeting schedule and ensure detailed minutes are documented and shared with all stakeholders.
- (iii) Assign the JPMC responsibility for overseeing the project's progress and addressing challenges promptly.
- (iv) Create a comprehensive project management framework with standardised processes for planning, execution, monitoring, and reporting.
- (v) Conduct workshops to familiarise all partners with the shared framework and ensure alignment with their internal processes.
- (vi) Organise conferences, seminars, and workshops to connect with government bodies, industry players, and academic institutions.
- (vii) Evaluate partnerships regularly to ensure alignment with the College's strategic objectives.

3.4 Policy Issue: Marketing and Promotion of Consultancy Activities

Creating a comprehensive marketing and promotion strategy is essential for enhancing the visibility and reputation of the Tanzania Public Service College's (TPSC) consultancy activities. This strategy aims to effectively showcase TPSC's expertise and successful projects, attract potential clients, and strengthen the College's position in the consultancy market. Without effective marketing and promotion strategies, an organisation's products and services, and the business as a whole, are doomed to be stagnant. The College must market and promote its consultancy capability and experience to attract many stakeholders to use the same.

OBJECTIVE:

To create a marketing and promotion strategy that enhances the visibility and reputation of TPSC's consultancy activities.

3.4.1 Policy Statements:

- (i) A dedicated online platform shall showcase TPSC's consultancy activities, including case studies, testimonials, and service offerings.
- (ii) Targeted marketing campaigns for key sectors will be developed, utilising traditional and digital media channels.
- (iii) To raise the profile of TPSC's consultancy capabilities, Participation in industry conferences, exhibitions, and forums will be encouraged.

3.4.2 Policy Strategies

- (i) Liaise and align consultancy marketing activities with the TPSC department responsible for communication and marketing.
- (ii) Participate in various events and exhibitions to showcase the College's strengths in consulting implementation.
- (iii) Link all consultancy units' websites/webpages to the college website and update marketing materials regularly, including unit and staff profiles.
- (iv) Develop marketing strategies to promote and brand the College as a top public service provider of consultancy services.
- (v) Develop strong and enduring partnerships with top academic institutions and other firms, including reputable consultancy firms from within and outside Tanzania.
- (vi) Develop and implement an elaborate communication and information-sharing mechanism that provides clients and the general public with feedback on major consultancy works and is a marketing opportunity.
- (vii) Publish research and insights relevant to the consulting undertaking once permission is granted.

3.5 Policy Issue: Professional Development and Capacity Building

Promoting continuous professional development and capacity building among TPSC staff is essential for maintaining high standards in consultancy work. By investing in ongoing training and skill enhancement, Tanzania Public Service College ensures its staff are well-equipped to deliver exceptional consultancy services.

OBJECTIVE

To promote professional development and capacity building of TPSC staff to enhance their capability to undertake consultancy work.

3.5.1 Policy Statements:

- (i) Regular training programs, workshops, and seminars on consultancy skills, project management, and industry-specific knowledge will be introduced.
- (ii) To build capacity and expertise, a mentorship program that pairs experienced consultants with emerging talent within the college shall be implemented.
- (iii) Junior staff shall be encouraged to participate in consultancy works for capacity building.

3.5.2 Policy Strategies

- (i) Develop and implement short-term and in-house capacity development programmes for staff to understand basic issues and principles related to consultancy work.
- (ii) Develop and implement programmes to raise awareness among staff on the importance of undertaking consultancies for the prosperity of the individual and the College and staff benefits.

- (iii) Undertaking joint consultancy works with reputable firms to build the capacity of college staff.
- (iv) Establish mentorship programs for junior staff and upcoming consultants.

3.6 Policy Issue: Pricing Framework for Consultancy Activities

Establishing a transparent pricing framework for consultancy activities is crucial for accurately reflecting the value of Tanzania Public Service College's (TPSC) expertise. A well-defined pricing structure ensures clarity and fairness for clients while aligning with industry standards and the College's service quality.

OBJECTIVE

To establish a transparent pricing framework for consultancy activities that reflects the value of the college's expertise.

3.6.1 Policy Statements:

- (i) Pricing of consultancy activities shall depend on the market analysis to benchmark against competitors and align with industry standards.
- (ii) A tiered pricing structure that accommodates different client needs, project scales, and levels of complexity shall be developed.
- (iii) The pricing framework shall be regularly reviewed and updated to reflect market conditions, costs, and changes in service offerings.

3.6.2 Policy Strategies

- (i) Align fees with industry standards while reflecting the quality of services.
- (ii) Ensure transparency and consistency in project quotations.
- (iii) Adapt pricing to the existing market inflation conditions.

3.7 Policy Issue: Distribution of Income from Consultancy Activities

Creating a fair and transparent system for distributing income generated from consultancy activities is essential for ensuring equity and accountability. This system will provide a clear framework for allocating revenue among contributors and the college.

OBJECTIVE

To create a fair and transparent system for distributing income generated from consultancy activities.

3.7.1 Policy Statements:

- (i) All matters related to revenue sharing shall be guided by the TPSC financial regulations of 2023, and as amended from time to time.
- (ii) A portion of consultancy income shall be allocated to a reinvestment fund for capacity building on consultancy initiatives within the college.
- (iii) Payment rates for various services offered under consultancies, including fees payable to different categories of staff and services (e.g., machine tools and experiments, etc.) involved in consultancy shall be provided from time to time, occasionally.

- (iv) Guidelines on sharing revenue from consultancies among all units (Campuses, Departments, and the College headquarters) undertaking consultancy works shall be developed and enforced.

3.7.2 Policy Strategies

- (i) Design a benefit-sharing mechanism that is open and transparent.
- (ii) Define the income distribution between the College, consultants, and project teams.
- (iii) Offer bonuses for over-achieving targets or securing high-value projects.
- (iv) Allocate a percentage of income for professional development and research.

3.8 Policy Issue: Data Management, Security and Privacy

Implementing a data management system to track and document all consultancy activities is vital for maintaining accuracy and transparency within the Tanzania Public Service College (TPSC). This system will centralise and streamline the recording of project details, financial transactions, and client interactions. Given the importance of data security in consultancy activities, TPSC will implement strict measures to ensure the privacy, security, and integrity of data handled during consultancy projects.

OBJECTIVE

To implement a data management system that tracks and documents all consultancy activities and establishes a robust data security and privacy framework that safeguards sensitive information, ensuring compliance with data protection laws and institutional policies.

3.8.1 Policy Statements:

- (i) A centralised digital platform shall be implemented to record and manage all consultancy-related data, including project details, financials, and client information.
- (ii) All consultancy projects shall adhere to relevant Tanzanian and international data protection regulations, including the Tanzania Personal Data Protection Act (2022) and Personal Data Protection Regulation (2023), where applicable.
- (iii) Data entry and validation protocols shall be established to ensure the accuracy and reliability of information stored within the system.
- (iv) Staff shall be trained on properly using the data management system to ensure ongoing support and maintenance.

3.8.2 Policy Strategies

- (i) Conduct periodic audits to ensure all consultancy projects comply with data protection laws, identifying and addressing non-compliance issues.
- (ii) Set up a dedicated team to provide ongoing technical support for the system, promptly addressing any issues or questions from staff.
- (iii) Protect data from loss or cyber threats.
- (iv) Create a training program for staff on properly using the data management platform, including modules on data entry, security protocols, and data protection laws.
- (v) Develop comprehensive data privacy policies that align with national and international standards, detailing how personal data will be collected, stored, processed, and protected.

3.9 Policy issue: Tax Issues

Establishing clear guidelines and procedures for ensuring full compliance with tax regulations is crucial for managing consultancy activities at the Tanzania Public Service College (TPSC). This initiative aims to provide a structured approach to tax compliance, safeguarding the College against legal and financial risks.

OBJECTIVE

Establish clear guidelines and procedures for complying with tax regulations in all consultancy activities.

3.9.1 Policy Statements:

- (i) Tax compliance guidelines for consultancy activities, including tax filing and reporting requirements, shall be adhered to.
- (ii) Tax professionals or consultants shall be engaged to provide ongoing advice and support on compliance issues.
- (iii) Regular audits of consultancy activities shall be conducted to ensure all tax obligations are met and address any compliance gaps.

3.9.2 Policy Strategies

- (i) Develop and enforce guidelines and procedures for handling taxation issues related to consultancy projects undertaken by TPSC staff, as per the existing national tax laws.
- (ii) Work with tax consultants to ensure compliance with local and international tax laws.
- (iii) Ensure that records of expenses and revenues are filed adequately for audits.

3.10 Policy Issue: Maximising College's Income Generation

Maximizing income generation is key to Tanzania Public Service College's financial sustainability and growth. By diversifying and expanding consultancy activities, the college can increase its revenue streams and support its long-term objectives.

OBJECTIVE

To maximise the college's income generation and contribute to the financial sustainability and growth of Tanzania Public Service College.

3.10.1 Policy Statements:

- (i) Consultancy offerings to tap into new markets and increase revenue streams shall be diversified.
- (ii) Performance-based incentives for staff involved in successful consultancy projects to motivate and enhance productivity shall be implemented.
- (iii) The consultancy strategies shall be continuously assessed and refined to align with evolving market demands and financial goals.

3.10.2 Policy Strategies

- (i) Diversify consultancy activities to attract a broader client base.
- (ii) Focus on retaining clients through value-added services and continuous engagement.
- (iii) Track success and adjust strategies to maximise income generation.

CHAPTER FOUR

POLICY OPERATIONAL GUIDELINES

4.1 Types of Consultancies

TPSC offers three consultancy activities: External Consultancy, Internal Consultancy, and Individual Consultancy. Each type is designed to address distinct needs and provide targeted solutions, ensuring that TPSC delivers valuable expertise and support across various contexts. These consultancy works will be carried out using the following guidelines:

4.1.1 External Consultancy

The purpose is to provide consultancy activities to external clients, including government agencies, the private sector, and non-governmental organisations.

Policy Guidelines

- (i) Regularly monitor industry trends and engage with potential clients to identify external consultancy opportunities.
- (ii) Ensure proposals adhere to client specifications and institutional standards.
- (iii) Ensure a clear consultancy contract with defined terms, roles, responsibilities, and payment schedules.
- (iv) Ensure TPSC's legal unit vets all contracts before signing.

- (v) Assign a consultancy team leader from TPSC to oversee the consultancy project and maintain regular communication with the client.
- (vi) Provide regular progress reports to the head of PSST on campuses and then channel them to the Manager- RCP.
- (vii) Conduct a post-project evaluation to assess client satisfaction and areas for future improvement.

4.1.2 Internal Consultancy

The purpose is to provide consultancy activities within TPSC, supporting internal departments and initiatives.

Policy Guidelines

- (i) Identify internal consultancy needs through discussions with departments and assessment of institutional priorities.
- (ii) Develop a consultancy plan that outlines the scope, goals, timeline, resources required, and deliverables.
- (iii) Appoint internal and external consultants with the appropriate expertise to handle the consultancy work.
- (iv) Facilitate coordination between the consultancy and requesting departments to ensure effective collaboration.
- (v) Document all processes, findings, and recommendations from the internal consultancy work.
- (vi) Prepare a final report summarizing the outcomes and any follow-up actions required.

4.1.3 Individual Consultancy

The purpose is to enable individual experts from TPSC to offer consultancy activities.

Policy Guidelines

- (i) Individuals who secure consultancy work must report to the Consultancy Services Unit for information.
- (ii) All staff must declare all their consultancy undertakings regardless of how, when, and in which capacity they were acquired.
- (iii) Failure to declare consultancy work constitutes an offence that warrants disciplinary action against the staff concerned.
- (iv) Ensure competent individuals are available to take on consultancy assignments without affecting the performance of their mandatory engagements and TPSC responsibilities.
- (v) Individual consultants should take due regard of their liability, including tax obligations.
- (vi) Review the individual consultant's work to ensure it meets TPSC's quality standards and client expectations.

4.2 Engaging Consultants

Before engaging consultants, the following shall be considered:

Policy Guidelines

- (i) Internal Capability Assessment: Evaluate whether the necessary in-house skills, knowledge, or resources are available. Engaging external consultants will be unnecessary if internal resources can perform the task effectively.
- (ii) Complexity and Specialised Skills: External consultants may be engaged when specialised expertise or skills that are not available in the College are required.
- (iii) Project-Based Work: Consultants should be engaged for clearly defined projects or tasks with specific deliverables and timeframes.
- (iv) Strategic and High-Impact Work: Where necessary, engage external consultants when the task is of strategic importance or high impact, such as organisational change management, policy development, or technological transformation.

4.3 Eligibility to undertake TPSC Consultancy

- (i) TPSC staff members shall be permitted to engage in consultancy activities at any time and for different durations, provided that their immediate supervisor ensures that these activities do not negatively impact the broader interests of the College.
- (ii) Technical and support staff shall participate in consultancy activities undertaken by the College, subject to approval from their immediate supervisors. Employees in these categories shall ensure no conflict between their role at the College and the consultancy work.

4.4 Securing Consultancy Works

- (i) The College shall obtain consultancy projects through its different campuses, individual staff members, or advertisements on e-procurement platforms. To prevent duplicate submissions for consultancy assignments advertised on the e-procurement platform, consultants shall notify the Consultancy Services Unit about any such advertisements. This will guide on how to approach the consultancy work appropriately.
- (ii) The College shall actively promote its consultancy activities through various marketing strategies to increase the likelihood of securing additional consultancy projects.
- (iii) The Consultancy Services Unit, in collaboration with the Marketing and Communication Unit, shall create promotional materials such as brochures, leaflets, and flyers that highlight the consultants' and the institution's profiles and the range of services offered by the College. These materials shall be shared with the public and potential clients via the college's website and in other effective and efficient ways.
- (iv) The Consultancy Services Unit shall establish a database of potential clients and maintain regular communication to monitor and identify potential consultancy opportunities.
- (v) When the Consultancy Service Unit receives advertised consultancy work, it shall invite/appoint competent staff to prepare bid proposals or other necessary documents for submission to prospective clients.
- (vi) Once selected, the appointed team shall enter into a written contract for the assignment before commencing any work.
- (vii) All consultancy assignment contracts shall be signed by the client (or their authorized representative) and a designated officer from the College.

- (viii) For individual consultants, the College shall be informed of all processes and provided with copies of relevant documents, including the bid proposal, contract, and final report(s).

4.5 Consultancy Costing and Pricing

The pricing of the consultancy will be agreed upon between the consulting firm/client, the consultant, and the College based on the market value. Factors to consider when pricing consultancy activities include:

- (i) The charge shall reflect the current market rates, including withholding tax, and the triangulation between the consultant’s value, the nature of work proposed by the consulting firm, and the College’s existing financial guidelines.
- (ii) Economic costing of the access to the College utilities, facilities, equipment, and personnel (TPSC and non-TPSC employees) shall occur during the consultation process.

4.6 Distribution of the Consultancy Income

The TPSC Consultancy Policy stratifies the distribution of income generated by the consultant to two beneficiaries: the consultant and the College. Regardless of the consultancy’s category, the consultant shall take 80% as a direct cost, and the College shall take 20% of the gross consultancy income as shown in the table below:

Table 4.1: Distribution of Income Generated from Consultancy Activities

Sn	The Parties	Percentage (%)
1.	Consultant	80
2.	TPSC	20

Source: TPSC Financial Regulations (2023)

The payment modalities for the consultant and the College, allocated at 80% and 20%, respectively, shall be outlined in the Consultancy Approval Form. Unless otherwise stated in the contractual agreement, all consumable and non-consumable items remaining after the consultancy shall be retained by the consultant's host department at TPSC.

Consultants and their collaborators must submit quarterly, annual, and final reports to the Rector/CEO through the DR-ARC, Campus Directors, Manager-RCP, and Head of PSST at campuses before payments can be processed. A single report at the end of the consultancy period shall be required for short-term consultancy assignments before payments are made. All income and expenditures related to consultancy activities shall be subject to TPSC's Financial Regulations.

4.7 Taxes

Training, research, and consultancy are fundamental responsibilities of the College to enhance the quality of public service delivery. Being a government entity, the College is exempt from VAT. Nonetheless, the College shall adhere to governmental regulations concerning taxation.

- (i) As the Service provider, the College shall pay withholding Tax.
- (ii) VAT may not be accounted for in costing. It shall be made clear to the Client (during negotiation and in the consultancy agreement) that the price quoted excludes any applicable VAT.

4.8 Data Management, Privacy and Security

- (i) Data stored and managed by TPSC shall be subject to TPSC's policies on information management and data security and shall only be accessed, processed, shared, and stored in line with those policies.

- (ii) Research data shall be subject to clauses in contracts prohibiting or limiting its use for commercial purposes. Where the use of research data is proposed as part of a consultancy project, whether via TPSC or private, the Consultant should contact the Research, Consultancy, and Publication Department with details of the original research project so they can advise on any restrictions on the use of the data.
- (iii) In the event of a data breach, the Consultant, M-RCP, and legal unit shall promptly initiate a breach investigation, notify affected parties, and take corrective measures in line with institutional and legal requirements.

4.9 Management of Breach of Policy or Procedures

- (i) Individuals suspected of having breached this policy and accompanying procedures shall be subject to TPSC's disciplinary procedures.
- (ii) A confirmed or suspected breach shall be reported to the Rector/CEO or Campus Director, who may be advised by the legal unit and Human Resource department on the appropriate management of the case, depending on the nature of the breach.

4.10 Conflicts of Interest

- (i) Staff shall comply with Tanzanian laws on conflict of interest and avoid any activities that could potentially bring TPSC into disrepute.
- (ii) Staff undertaking consultancy, whether via TPSC or in a private capacity, shall register any potential conflicts arising while conducting a consulting assignment.

4.11 Ethics

- (i) An ethical review is required if the consultancy work involves collecting or analysing primary or secondary data.
- (ii) For consultancy that requires ethics approval, consultants shall follow available guidelines, which may include regional secretariats and local government approval (e.g., the Regional Commissioner, District Commissioner, etc.).

4.12 Contracting and Negotiation

- (iii) If the Client has supplied a draft agreement, this shall be submitted to the TPSC Legal Unit for vetting.
- (iv) Otherwise, the Legal Services Unit shall prepare a draft agreement after receiving all relevant information from the consultant/administrator.
- (v) Legal Services Unit shall prepare the contract within five days to ensure prompt completion.
- (vi) It is expected that all agreements shall be concluded within seven to fourteen days of receipt of an agreement and any relevant supplementary information by the Legal Services Unit, subject to the client's responsiveness and flexibility in reaching mutually agreeable terms, which are out of the Legal Services Unit's control.
- (vii) If the client insists on their contract template, turnaround times for completion may be longer as they may not be consistent with TPSC's terms and shall therefore require more negotiation.
- (viii) The fully signed contract between the client and the consultant (TPSC) shall be available.

4.13 Training and Participation

4.13.1 Training

The Research, Consultancy, and Publication Unit may administer training on various aspects related to the consultancy, encompassing but not limited to topics such as report writing, proposal writing (including the preparation of tailored CVs for specific assignments), team building, negotiation strategies, contract management, and any other general consultancy training skills necessary or considered pertinent to the expertise required for staff to remain competitive in the current consultancy landscape.

4.13.2 Participation

The Research, Consultancy, and Publication Unit shall ensure that each consultancy team includes:

- (i) At least one (1) junior member of staff, defined as a TPSC employee with less than three (3) years of employment.
- (ii) Whenever possible, gender balance should be considered when putting together consultants' teams.
- (iii) The involvement of relevant non-academic staff is encouraged whenever possible.

4.14 Joint Consultancy Works

- (i) If the College identifies a consultancy project (either during the application or execution phase) that, due to the expertise required, necessitates collaboration with another institution(s), the College shall seek to partner with the other institution(s)/ individuals to secure and/or execute the assignment more effectively.
- (ii) If another institution approaches the College for collaboration (whether in the application or execution phase), the College shall

evaluate its capability (availability of experts) in the relevant area. This assessment may be conducted by a team/individual appointed by DR-ARC or Campus Directors under the guidance of the CEO.

- (iii) If College consultants are contacted by other institutions (whether during the bidding or execution stages), the consultant shall notify the Research, Consultancy, and Publication Unit for implementation of (ii) above.
- (iv) The College shall establish a specific Memorandum of Understanding (MoU) with the partnering institution(s), outlining the terms of the collaboration, including joint financial management and dispute resolution.
- (v) The management of joint consultancy projects shall follow the terms agreed upon between the College and the partnering institution(s).

4.15 Client Feedback and Continuous Improvement of Consultancy Works

- (i) Upon completion of a consultancy project, the Consultancy Services Unit shall conduct a formal client satisfaction survey on various aspects of the project, including Quality of deliverables, timeliness of delivery, professionalism of the consultancy team, and value for money.
- (ii) Project managers shall hold debriefing meetings with clients to discuss the project outcomes, any challenges faced, and areas for improvement.
- (iii) Based on client feedback, TPSC shall develop continuous improvement plans. These plans may include updating consultant training programs and adjusting project management methodologies.

4.16 Risk Management Framework

- a) The Consultancy Services Unit, in collaboration with project teams, shall regularly assess consultancy projects to identify potential financial, legal, reputational, operational, and project-specific risks per the TPSC risk register.
- b) Identified risks shall be evaluated based on their likelihood and impact. High-risk projects or activities shall undergo a thorough review process involving the Rector, Deputy Rector (Academic Research and Consultancy), and relevant legal and financial advisors.
- c) Appropriate mitigation strategies shall be adhered to as per the TPSC risk registered. The potential risks are not limited to:
 - (i) Financial risks: Implementing strict budgeting and financial tracking.
 - (ii) Legal risks: Ensuring all contracts comply with legal standards and/are reviewed by TPSC's legal unit.
 - (iii) Reputational risks: Maintaining quality standards in deliverables and ensuring professional conduct by all staff.
 - (iv) Operational risks: Establishing contingency plans for project delays or failure.
- d) The Consultancy Services Unit shall continuously monitor risks throughout the project lifecycle. Project managers shall be required to submit regular reports identifying any emerging risks.

4.17 Quality Assurance of Consultancy Works

In discharging its obligations to guarantee high-quality consulting services, TPSC shall continuously monitor and regularly evaluate the quantity and quality of consulting services rendered by its staff. The Consultancy unit shall:

- (i) Ensure adherence to institutional policies, conflict-of-interest rules, and legal standards.
- (ii) Assess the qualifications and experience of internal and external consultants.
- (iii) Establish key performance indicators (KPIs) to track the progress of consulting activities.
- (iv) Regular Reporting will be required to update on tasks, deliverables, and challenges.
- (v) Ensure that consulting outcomes meet professional standards in the relevant field.
- (vi) Identify risks (financial, reputational, and legal) and mitigate them with proper contracts and insurance.

CHAPTER FIVE

ROLES OF VARIOUS KEY ACTORS IN MANAGING CONSULTANCY ACTIVITIES

5.1 The MAB

- a) To approve the policy and guidelines for the use.
- b) To advise the College on consultancy activities.

5.2 The Rector and Chief Executive Officer

- a) Oversee strategic and operational issues regarding consultancy operations to ensure they align with the college's vision, mission, and core values.
- b) To ensure high-quality consultancy service for quality public service delivery.
- c) Prepare reports for submission to MAB.
- d) To guide collaborations and ensure that the staff entrusted to supervise the consultancy activities are innovative and working hard in the interest of TPSC. In this context, take immediate action as appropriate.

5.3 The Deputy Rector, Academic, Research, and Consultancy (DR-ARC)

- a) To advise the Rector/CEO on consultancy works through appropriate institutional frameworks and policy directives.

- b) To ensure TPSC achieves more significant positive results from consultancies regarding experiences, revenue, and capacity development.
- c) Enforce the implementation of this policy for all relevant college organs.
- d) Receive and review progress reports on consultancies and advise the CEO accordingly.
- e) Prepare reports for submission to the College Academic Board and MAB Sub-Committee on Academic Affairs.
- f) Maintain quality assurance of all consultancy works in the college through the Manager-RCP.

5.4 The Deputy Rector, Planning, Finance and Administration (DR-PFA)

- a) Mobilise and administer resources for the implementation of the Consultancy Policy;
- b) Allocate resources for quality assurance (QA) and monitoring and evaluation (M&E) functions of the policy and programmes;
- c) Ensure financial regulations are followed when implementing the Consultancy Policy.

5.5 Campus Directors

- a) Enforce implementation of this policy among the staff in the respective Campuses.
- b) Oversee consultancy activities at the campus level and advise the CEO accordingly.
- c) Keep databases of all consultancies undertaken by staff in their respective Campuses.

- d) Mobilise and encourage staff members to participate in consultancy activities.
- e) Prepare progress reports on consultancies and submit them to the DR-ARC through M-RCP.
- f) Monitor and evaluate all consultancies at the campus.

5.6 Manager- Research, Consultancy and Publication (M-RCP)

The Manager- Research, Consultancy, and Publications shall be the overall custodian of all consultancy activities of the College and shall assume the following consultancy activities-related roles:

- a) Enforce the implementation of this policy
- b) Seek and solicit consultancy opportunities.
- c) Register and coordinate all TPSC consultancy projects.
- d) Coordinate consultancy capacity-building training.
- e) Carry out Monitoring and Evaluation of all consultancies for quality assurance.
- f) Promote TPSC in consultancy works.

5.7 The Head of (PSST) in Campuses

- a) Supervise or coordinate all consultancies undertaken at the Campus level.
- b) Ensure all consultancies at the campus are implemented according to the schedule stipulated or agreed upon between the college and the client.
- c) Prepare progress reports on consultancies and submit them to Campus Directors.

5.8 TPSC Staff

- a) Solicit/seek consultancy assignments through all available and possible means.
- b) Constitute teams to express interest, prepare bids, and execute acquired consultancies.
- c) Prepare expressions of interest and bids (financial and technical).
- d) Ensure effective involvement in consultancy activities.
- e) Ensure delivery of high-quality output by those appointed to undertake consultancy assignments.
- f) Prepare reports on the solicitation and implementation of consultancy activities on a monthly, quarterly, or annual basis and submit them to the department.
- g) Communicate with clients on matters relating to the execution of assignments.
- h) Maintain a database of all consultancy-related activities undertaken.
- i) Prepare and submit progress reports to relevant authorities following the procedures laid out in this consultancy policy and operational procedures.

CHAPTER SIX

MONITORING AND EVALUATION

6.1 Monitoring

The overall monitoring of this Policy shall be overseen by the Research, Consultancy, and Publication Unit, in collaboration with the Deputy Rector for Academic, Research, and Consultancy, as well as the Planning and Development Department. In Campuses, the oversight shall be managed by Campus Directors through the Heads of PSST. This oversight may focus on continuously evaluating the Policy's implementation, ensuring alignment with the College's strategic goals, and adapting to changes within the broader consulting industry. Specifically, the Research, Consultancy, and Publication Department shall:

- a) Maintain records of staff and consultants who comply or fail to comply with this Policy and report to the DR-ARC for appropriate action.
- b) Develop a checklist of performance indicators to assess the inputs and outputs of consultancy activities, ensuring they contribute to the College's vision and mission, particularly in teaching and research.
- c) Establish performance and impact metrics for monitoring and evaluating consultancy efforts.
- d) Regular assessments of consultancy activities across the college should be conducted.
- e) Document and address specific client complaints or concerns, and implement preventive measures for the future.

6.2 Review and Revision of TPSC Consultancy Policy

- a) This policy shall be reviewed every five years or whenever the need arises, to reflect current best practices and emerging issues in the consulting world.
- b) The TPSC Ministerial Advisory Board (MAB) shall approve the review and amendment of this policy.
- c) This Policy shall be implemented or supplemented in any way consistent with its terms and those of other TPSC policies.

6.3 Evaluation of the Consultancy

This Policy shall be assessed based on data gathered from ongoing monitoring processes. The policy's objectives shall serve as the basis for specific evaluation criteria. The evaluation shall take place continuously. However, when a need for evaluation arises, the Rector/CEO shall appoint a team to evaluate and review the policy. The team shall receive the terms of reference. The team may be as inclusive as possible to meet the required quality and standards.

6.4 Operational Date

This Policy shall come into force upon its approval by the TPSC Ministerial Advisory Board (MAB).

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