



CONSULTANCY POLICY

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1.0: BACKGROUND

University of Kigali (UoK)

The University of Kigali (UoK) is a fully accredited chartered University by the Government of Rwanda, which started its operations in October 2013.

The Institution is committed to providing critical and relevant quality university education, with the goal of becoming a Center of Unequaled Holistic Education Excellence in the region, and the continent. The University of Kigali provides students with options to adapt their study time to their interests and commitments elsewhere.

The University believes that diversity is essential in creating and disseminating critical knowledge that is rooted in the richness and potential of the region-a vision held by its founders-and maintains the highest integrity and professionalism in the delivery of its services.

Center for Economic Governance and Leadership (CEGL)

The Center is a Training (Capacity Building) and Consulting Solution provider, focused on independent Short Term Training & Tailor Made Programs on Economic Governance, Public Financial Management and Leadership. The Center also provides consultancy services levels on varied expertise areas. It is formally registered as a limited liability company. The company observes and respects all legal requirements of establishments pertaining to its industry.

Vision

To be the most respected training institution in the East Africa Region for the outstanding quality of our work and for the effectiveness of our training programs in the area of economic governance, corporate governance, leadership and Public Financial Management.

Mission

To offer strategic, measurable and effective training and consultancy services tailored to clients' specific needs.

Objectives

The UoK-CEGL's overarching goal is to promote the highest standards in training for the public and private sectors in Rwanda and the region. It is set to complement Government efforts to widen access to quality and affordable education, through innovative models to achieve sustainable economic growth targets. More specifically, the Centre aims:

- To provide executives, senior and middle level officials from public and private institutions with tailored training programs that update their skills in public financial management (budgeting, taxation, debt management, trade, financial governance, procurement and risk management), leadership development and corporate governance.
- To create a forum that facilitates the understanding of current trends and recent developments in the areas of public financial management, trade, corporate governance and leadership development.
- To provide advisory and consulting services aimed at solving issues and challenges that face the various sectors of the economy, making the UoK-CEGL's contribution more relevant and useful for the country and the region.

1.1: PURPOSE OF CONSULTANCY POLICY

This policy is intended to provide the information required to undertake consultancy work in accordance with the UoK rules and regulations.

I. The purpose of this policy is to set out the framework-governing internal consultancy and any other external consultancy services undertaken by staff of the UoK.

II. To encourage staff members to undertake University supported consultancy work and similar Work provided which does not conflict with interests of the University.

1.2: GENERAL APPLICABILITY

This policy governs consultancy and other outside services engaged in by the UoK staff.

1.3: POLICY STATEMENT

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. UoK staff are encouraged to engage in consultancy as a valued and legitimate activity.

This policy sets out the conditions under which the UoK will support and encourage University consultancy work.

1.4: MANAGEMENT AND COORDINATION OF CONSULTANCY ACTIVITIES

The Center for Economic Governance and Leadership (CEGL) will have the mandate to coordinate and oversee the implementation of consultancy contracts between the university and the clients.

CEGL has the clear mandate and capacity to coordinate, promote, regulate, monitor and evaluate performance of consultancy activities as well as establish a database for consultancy activities.

1.5 : BENEFITS OF CONSULTANCY

A successful consultancy environment can bring substantial benefits both to individual members of staff and to the University as a whole.

The direct benefits arising from consultancy include, but are not limited to the following:

- i) Attraction and retention of talented and committed staff
- ii) Increasing the expertise and experience of University staff by involving them in real world problems, thus enriching their teaching and research experience.
- iii) Providing valuable services for local, regional and international organizations and hence contributing to socio-economic development.
- iv) Enhancing staff training and broader career interests.
- v) Building links between the University and outside bodies, which may subsequently help the University to access research contracts and other funding sources.

2: THE MAIN OBJECTIVES OF THIS POLICY AND PROCEDURES ARE:

To provide a flexible and effective management framework to cover the range of consultancy activities undertaken by UoK staff using the institution's name, services, space, facilities, equipment, intellectual property and official working hours, including consultancies directed towards charitable purposes, community service, and strategic priorities of the University.

To define the University's management and quality control expectations for consultancy contracts involving or implicating UoK, including those relating to risk management and accountability.

To provide guidance to persons inside and outside UoK as to when and how consultancies may be undertaken using the UoK's name, services, space, facilities, equipment, intellectual property and

official working time.

To contribute funds and knowledge towards the fulfilment of the vision and mission of the UoK.

To encourage staff participation in consultancy, in order to bring opportunities and benefits to the University, its staff and clients.

To facilitate negotiation and entering into consultancy contracts, bringing significant benefits to the UoK and its staff, while ensuring full cost recovery as required by a sound business practice.

3. OPERATIONAL DEFINITIONS

In order to understand the policy outlines of this document, the following specific definitions have been adopted:

The term **consultancy**: Is used to mean any service provided to a third party by UoK staff.

The term **consulting**: Means part-time service as a technical or professional adviser or practitioner. It involves the use of one's professional capabilities to further the agenda of a third party for personal and/or financial gain. Consulting draws upon, and applies the expertise of members of staff. It is unlike research in that it does not have as its prime purpose the generation of new knowledge. Consultancy contracts are thus usually short-term, from a day to a few years, and involve extra work for existing staff members rather than employment of new staff.

A Consultant: Is any person who is contracted by the UoK Center for Economic Governance and Leadership to provide consultancy service or the technical input to a given consulting assignment. Any employee (academic or administrative staff), may be appointed as a consultant to a given project, subject to approval from the CEGLE Director. If the services of an outside expert are required for specific services, he /she may be hired by the Center for Economic Governance and Leadership as a consultant.

Commercial consultancy: Constitutes the main type of consultancy; Commercial consultancy invokes the provision of professional services and products by staff members to external parties for remuneration or other consideration.

Contracted Research: Is research, which follows the same procedures as those of other consultancies. UoK can also reasonably claim such a consultancy within the various research outputs reported annually, and a member of staff has a right to report it for consideration for promotion purposes.

Private Consultancy: Refers to consultancy work undertaken outside the University and not representing the University in any way.

The consultant 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.

To undertake this type of consultancy, the UoK staff member needs to obtain written permission from the Chairman of the Board of Directors. Such permission will not be unduly withheld provided that it does not impact on the staff member's duties at the UoK or is not in direct competition or conflict with UoK activities.

Staff member: Means a member of academic or administrative staff employed under an appropriate employment contract, casual or part time staff employed under a specific contract. The provisions of the UoK consultancy policy and procedures shall apply to all staff members. A staff member on leave from the UoK at any other institution, including but not limited to those on sabbatical leave, shall comply with that institution's policies. Any consultancy activity falling under this consultancy policy

and procedures undertaken for the UoK whilst on leave must comply with the UoK consultancy policy and procedures.

Students: Are not employees of the university per se. However, they may from time to time provide services for a fee (such as assisting in field work, tutoring or practical demonstrating) and any involvement in assisting with consultancies should be managed under the same arrangements.

Visitors: For the purpose of this policy and procedures, means persons who are visitors to the UoK and located at the UoK on leave from other institutions, including but not limited to persons on sabbatical leave. They are also included as staff members, given the potential liability to the UoK from the actions of these persons. However, they can be assigned by the Center for Economic Governance and Leadership but only after considering their agenda with the relevant supporting documents.

Full cost recovery: Means the recovery of all direct and indirect costs associated with the consulting activity, including overheads of central administration and any miscellaneous expenses incurred by the Center for Economic Governance and Leadership staff with/without support documents but approved by the CEGL Director.

Low profile correspondences: Refers to all sources of communication with the clients before, during and after consultancy services operations. They exclude contracts and letters of engagement between the parties.

Marketing claims: Refers to claims from a staff member for having completely responsible for bringing a project to the University and the claims constitute a reward and incentives for searching and bringing the project. This type of project excludes all contracts won through the bidding process. Such claims shall only be paid if the project is undertaken by the UoK staff.

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.

4: POLICY PROVISIONS

UoK consultancy activities shall be contracted through the Center for Economic Governance and Leadership (CEGL) and must meet full cost recovery requirements.

The Deputy Vice Chancellor Research shall sign on behalf of the UoK contracts with an external party for which consultancy is provided.

In the event where he/she is unavailable for any reason, the CEGL Director shall act on his/her behalf. In absence of the CEGL Director, the consultancy team leader shall handle low profile correspondence with the clients.

Staff members providing consultancy services to the UoK assigned by the Center for Economic Governance and Leadership shall be remunerated as appropriate through direct payments on their bank account or by cheque. The CEGL Director has the primary responsibility for monitoring and ensuring quality of all consultancies undertaken by the University.

5. PRINCIPLES OF THIS POLICY

Members of staff shall be encouraged to participate in consultancy activities where appropriate to the discipline, and where it does not interfere with the other principal activities of the UoK (teaching and research).

5.1: Consultancy activities shall be done within the framework of.

I) Building links between the UoK and outside organizations, which may subsequently bring benefits like research contacts, placement opportunities for students for industrial training and employment, etc.

II) Increasing the expertise and experience of the UoK staff by involving them in “real world” problems, thus enriching their teaching and research experience. Generating additional funds for the staff

III) Enhancing staff training and career development.

5.2: Assignment of consultancy tasks shall be governed by the following principles:

- I. All staff owe their primary professional commitment to the UoK which will remain a priority.
- II. All staff shall ensure that the nature of outside consulting work undertaken shall in no way detract from the prestige of the UoK or their own professional stature.
- III. All staff shall be given freedom in scheduling their activities in consultation with the line managers, provided the external activities will enhance the quality of their direct contribution to the UoK.
- IV.

6 : AUTHORITY AND REVIEW OF POLICY

The ultimate authority for this policy resides with the UoK Board of Promoters.

The policy and its schedule shall be operated, maintained and formally reviewed in every three years or as may be determined by the UoK Board of Directors.

7 : NON- COMPLIANCE

Failure to comply with the terms of this policy may render the member of staff of UoK liable to disciplinary action for misconduct or serious misconduct in accordance with the University’s disciplinary provisions applicable under the Human Resource Management Policy.

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.

8 : DISPUTE OF RESOLUTIONS

In the event of any dispute between the Center for Economic Governance and Leadership client and a staff member relating to consultancy activities, the arbitration committee who will give their opinion within one month from receipt of grievance shall first review each dispute.

The DVC Research shall appoint an arbitration committee composed of a minimum of five (5) members, one of which shall be from outside the University, to consider the matter and make recommendations.

In the event that the Consultants are not satisfied with the decisions of the arbitration committee, they may appeal to the UoK Board of Directors within one month of the ruling, as communicated to them by the DVC Research.

9: CAPACITY BUILDING

The University of Kigali (UoK) in collaboration with the Center for Economic Governance and Leadership (CEGL) 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.

10: OPTIMAL UTILIZATION OF UNIVERSITY RESOURCE

University shall:

- I. Set up a mechanism for motivating staff members to work under UoK consultancy framework.
- II. Set up sanctions for non-compliance and promotes and supports a culture of ethics and professionalism in the administration of consultancy activities across the University.

11 : MARKETING OF THE CENTER FOR ECONOMIC GOVERNANCE AND LEADERSHIP SERVICES

University of Kigali Center for Economic Governance and Leadership shall:

- I. Support and facilitate a unified marketing of its Center for Economic Governance & Leadership.
- II. Support and facilitate initiatives aimed at networking with other consultants, consultancy companies both inside and outside Rwanda.

12 : STRATEGIC COLLABORATIONS AND PARTNERSHIPS

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

- I. Set up a framework for collaboration and partnership with various stakeholders in consultancy activities.
- II. Strengthening collaboration between the UoK Center for Economic Governance and Leadership and firms in Rwanda.

13: IDENTIFICATION OF CONSULTANCY

- I. Individual members of staff may solicit consultancy projects from clients.
- II. The Center for Economic Governance and Leadership may also solicit consultancy projects on behalf of individual staff members.
- III. Any persons with goodwill for the University.

14 : SELECTION OF CONSULTANTS

- I) The CEGL Director shall select the consultants for assignments based on the criteria in the table 1.
- II) The criteria for selection shall aim at equity and ability in the completion of assignments.
- III) Technical expertise, qualifications and experience will be given due weights.
- IV) All consultants shall be given an equal chance to carry out an assignment.
- V) In an event where the assignment requires expertise, which UoK does not have.
- VI) The CEGL shall have the capacity to outsource through request of expression of interest or any other recruitment procedure.
- VII) Where there are two or more consultants qualifying to undertake a given assignment, the consultant evaluation form will be used to arbitrate.
- VIII) Weights will be calculated out of 100%, a person who scores above 70% will qualify as selected consultant.
- IX) Consultants shall be issued with a letter of assignment, and a contract for the specific work assigned.
- X) The contract shall specify inter-alia the nature of work to be executed, deadlines, and reports to be prepared and other deliverables, as well as the remuneration.

Table 1: Showing the Weights assigned to the Criteria for Selection of Consultants

Criterion	Weights in %
Experience in the current field	25
Technical qualifications	25
Experience in local setting	20
Knowledge of working language(s)	5
Availability for current assignment	10
Experience in consultancy methodology	15
Total	100

15: FEES AND DISTRIBUTION OF INCOME FROM CONSULTANCIES

- I) Consultancy contracts shall be priced at market rates to ensure that all costs are recovered.
- II) The University shall receive 30 percent of the gross income on consultancy fee for management the Center for Economic Governance and Leadership and proving the University's support.
- III) The Consultant shall receive 70 percent of the gross income as consultancy fee.
- IV) All expenses incurred in the consultancy wok will be paid from the fee budgeted for.
- V) Withholding tax of 15% and RSSB will be deducted from consultant's net pay.
- VI) The relative input of the consultants shall differ at different levels of the assignment execution and this shall be reflected in the hours and allotted to each member, and rewarded accordingly.
- VII) All tasks involved in an assignment shall be allocated weights in the form of person-days based on professional expertise (lead consultant, senior consultant, consultant, etc) and inputs required for the execution of a particular assignment and this will be reflected in the payment.
- VIII) All payments for consultancy services shall be made from the gross fees and shall ensure full recovery of costs and tax regulations.
- IX) The costing/billing of services and disbursement of fees for the consultancy projects shall be at the discretion of CEGL Director to reflect the market reality and to maintain competitiveness in the market.
- X) Marketing or commission fees shall be paid to any one who refers an assignment to the University of Kigali, Center for Economic Governance and Leadership.

16: REIMBURSABLE EXPENSES

- i. Expenses shall be paid on a full cost recovery basis to both the UoK and consultants with evidence.
- ii. In case expenses are incurred by consultants and lack supporting documents such as receipts, the consultant shall be compensated subject to the approval by the Director of CEGL after genuine verification.
- iii. Such reimbursable claims shall have a ceiling of RwF 100,000 per single lot consultancy work and per consultant.

17: WORKLOAD AND PAYMENT DISTRIBUTION

- i) The amount payable to individual consultants and support staff shall be determined by the number of person-days worked.
- ii) The Center for Economic Governance and Leadership is responsible for recording the nature of work and preparation of workload distribution and payment Schedules.

18: ADMINISTRATIVE DOCUMENTS

In an event where a client requires bid and performance bonds from consulting firms relative to the total value of a given contract the Center for Economic Governance and Leadership shall be required to provide the same.

Bonds may be in the form of a bank or insurance guarantee payable on demand, a certified cheque or even cash.

CEGL shall facilitate consultants processing of bid and performance bonds required for consultancy activities undertaken by the University.

This provision shall also expressly apply to all other costs incurred during the bidding process (purchase of tender documents, bid security, etc).

19. IMPLEMENTATION, MONITORING AND EVALUATION OF CONSULTANCY SERVICES.

19.1: Implementation

The office of the DVC Research shall be responsible for the implementation of consultancy Policy and may delegate that responsibility to other persons.

20: MONITORING

Checklist of performance indicator for ensuring quality assurance of consultancy work conducted will be adopted by CEGL.

To ensure quality of consultancy activities, the University of Kigali shall:

- I. Put in place an effective mechanism for consultancy quality assurance involving monitoring, evaluation and reporting system.
- II. Set up consultancy steering committee responsible for selection of consultants, and approve consultancy reports before submit to the client.

21: EVALUATION

Evaluation shall entail a periodic, all-inclusive assessment of the external efficiency and effectiveness of this policy.

- I. The evaluation will be conducted by using monitoring data at the end of every year.
- II. Evaluation tool will be developed by CEGL.