

**UNIVERSITY FOR DEVELOPMENT STUDIES (UDS)**

**INSTITUTE FOR INTERDISCIPLINARY RESEARCH AND CONSULTANCY  
SERVICES (IIRaCS)**

**POLICY ON CONSULTANCY SERVICES**

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## **1. POLICY BACKGROUND**

Consultancy is well recognized as an effective way for universities to disseminate their knowledge and expertise. Through consultancy, long-term research can make an early and direct impact on society. Thus, the University for Development Studies (UDS) recognises the value of its staff providing consultancy services for outside bodies. The University sees this as an important channel through which knowledge and expertise can flow to and from businesses and other external agencies resulting in growing and productive relationships with these bodies. Recognising the importance of consultancy services, the Management of UDS in December 2015, took a decision to restructure the Institute for Continuing Education and Interdisciplinary Research (ICEIR). The restructuring process resulted in the creation of two academic entities to replace ICEIR. These are the Institute for Interdisciplinary Research and Consultancy Services (IIRaCS) on one hand and the Centre for Distance and Continuing Education (CDCE) on the other hand.

In pursuit of its new mandate, IIRaCS had stakeholder consultations across the UDS campuses in Wa, Navrongo, Nyankpala and Tamale (Dungu and Choggu). The consultations focused on how to effectively promote research and consultancy services across the university as part of a process to embark on massive income generation drive for the University amidst dwindling support from central government. To be effective and efficient in pushing this agenda forward, guidelines and policy direction in streamlining the conduct of consultancy services in the University is imperative. This policy on consultancy services in UDS is therefore designed to help guide the University Community, especially Management, academic heads and staff in ensuring transparency and equity in the conduct of consultancy services in the University. This policy is therefore, intended to provide the information required to undertake consultancy work in accordance with the University's approved procedures without compromising the core mandate of the University.

## **2. PURPOSE OF THE POLICY**

As an academic institution, UDS is principally engaged in teaching, research and community service through outreach activities and the provision of consultancy services using the specialised knowledge, skills and experience of staff of the University. Although the university takes its outreach services very seriously, the balance among consultancy, research and teaching, the traditional roles of the academic staff, is sometimes difficult to maintain. To

have an orderly and harmonised system, the policy is required to give direction to the conduct and management of consultancy services in the University. Specifically, the purpose of this policy is to provide guidance on what consultancy is, the types of consultancy services, the provision of consultancy services, responsibility of the UDS and sharing of the benefits (income) of consultancy services rendered.

### **3. DEFINITION OF CONSULTANCY, SCOPE, TYPES AND LEVELS**

#### **3.1 Definition of Consultancy**

The University uses a broad definition of what constitutes consultancy and the essential features are:

- a) Consultancy is work of a professional nature, undertaken by University staff in their field of expertise, for clients outside the institution, for which some financial return is provided;
- b) Unlike research, consultancy does not have as a prime purpose the generation of new knowledge;
- c) Consultancy will produce some form of contracted output which may be partly or wholly owned by the client;
- d) The University normally does not have freedom of publication over the results of consultancy;
- e) It tends to be governed by short-term contracts, makes minimal use of University resources and involves extra work for existing staff rather than the employment of new staff.

#### **3.2 Scope of the Policy**

Consultancy for companies owned by the University in which a member of staff may have an interest is within the scope of this document. This policy does not apply to those activities, paid or unpaid, which are in furtherance of scholarship or general dissemination of knowledge, such as:

- a) Authorship of, or royalties from, the publication of books
- b) Service on public sector or charitable committees
- c) External examiner duties
- d) Lecture tours and conference presentations or attendance
- e) Editorship of academic journals or the publication of academic articles
- f) Professional arts performances

### **3.3 Types of Consultancy Services**

#### **3.3.1 University Consultancy**

This is an arrangement for the provision of consultancy services by employees of the University, for consultancy services in return for a benefit to the University. The University is the proper party to a University consultancy, whether the documentation refers to any individual employee as the principal consultant or not. A University consultancy is conducted on a fee for service basis. The fee must be based on appropriate competitive market place considerations of full cost recovery and profit. This calls for collaboration and commitments on the part of staff instead of unhealthy competition. A funding agreement that constitutes a contract is required prior to the acceptance of funds. This agreement may be instigated by either party, and must be reviewed by the University's Legal Office. The funding agreement must be signed in accordance with University approved procedures. All such consultancies must be formalised by appropriate contract documentation and be administered through the Institute for Interdisciplinary Research and Consultancy Services (IIRaCS) acting for and on behalf of the Vice Chancellor.

#### **3.3.2 Private Consultancy**

A private consultancy is an arrangement by any employee of the University, for research, teaching or other services other than those services, which the employee is contracted to provide to the University, in return for a benefit to the employee. The employee is the proper party to a private consultancy.

### **3.4 Levels of Consultancy Services**

Consultancy services in the University shall be at two levels:

- (i) Consultancy service of high returns and
- (ii) Consultancy service of low returns

#### **3.4.1 High Returns Consultancy Services**

Consultancy of high returns refers to any service that has a total net financial value of over twenty-five thousand United States Dollars (US\$25,000) or the equivalent in Ghana Cedis and this shall be subjected to annual adjustments in line with inflationary trends after the

policy comes into force. For purposes of clarity, this means that the total budget amount needed to carry out the services exceeds the above stated amount.

### **3.4.2 Low Returns Consultancy Services**

Consultancy of low returns refers to any service that has a total financial value of twenty-five thousand United States Dollars (US\$25,000) and below or the equivalent in Ghana Cedis and this shall be subjected to annual adjustments in line with inflationary trends after the policy comes into force. For purposes of clarity, this means that the total budget amount needed to carry out the services does not exceed the above stated amount.

## **4. APPROVAL OF CONSULTANCY ACTIVITY**

The decision process for whether an Employee, a Unit, Department, Centre, Directorate, Institute, Faculty or School of the University is permitted to undertake a piece of consultancy is handled at a local level. All consultancy proposals should be passed to the appropriate Head of Unit in the first instance. The Director of IIRaCS, acting for and on behalf of the Vice Chancellor will make the decision to accept or decline the proposal in the case of University consultancy. The decision to accept a proposal to undertake a consultancy activity is not automatic and factors including other sources of research income will be considered.

## **5. PROVIDING CONSULTANCY SERVICES AND INCOME DISTRIBUTION**

### **5.1 Providing Consultancy Services**

Consultancy services can be provided by both academic and non-academic outfits – Schools, Faculties, Institutes, Directorates, Centres, Departments, academic Units and even individual employees or groups of employees. All consultancies must be passed through the Institute for Interdisciplinary Research and Consultancy Services (IIRaCS) for documentation and administrative and/or technical support in meeting the set requirements and procedures in the conduct of Consultancy Services within the University.

### **5.2 Income Distribution**

One of the reasons for creating the Consultancy Services Unit is to generate income for the University. It should provide support to individual employees, Schools, Faculties, Institutes, Centres, Departments and academic Units to enable them effectively engage in the conduct of the business of consultancy with the sole aim of generating some income for the University.

Every consultancy, be it at the individual employee or institutional level must make a financial contribution to the University through IIRaCS. This is a requirement for using University's time, resources and name (and here it must be recognized that individual employees are mostly contracted to render private consultancy services because they belong to the university community and thus the university should be compensated appropriately). Specifically, the amounts due the different categories outlined in the table below should be based on the net income due staff involved. For the avoidance of doubt, if the total project cost is 30,000USD out of which the consultancy fee for the staff involved is 5,000USD for instance, the 5,000USD will be subjected to the 10% statutory tax. This means that the net income due the staff will be 4,500USD, which is then subjected to, the distribution formula tabulated below:

<b>Type of Consultancy</b>	<b>Level of Consultancy</b>	<b>UDS Due</b>	<b>IIRaCS Due</b>	<b>Faculty Due</b>	<b>Dep't Due</b>	<b>Employees involved</b>
University Consultancy	High returns	10%	5%	10%	5%	70%
	Low returns	8%	4%	5%	3%	80%
Private Consultancy	High returns	10%	5%	6%	4%	75%
	Low returns	5%	3%	5%	2%	85%

## **6. INSTITUTIONAL RESPONSIBILITY, REPORTING AND IMPLEMENTATION**

### **6.1 Institutional Responsibility**

The University recognizes the need to have a policy framework that is not just about money but the growth of consultancy services and the individual employees who provide such services. In this respect, consultancy shall constitute essential aspects of the culture of learning and scholarship of the University. Therefore, as an institution the University shall:

- i. Create an enabling environment for consultancy services;
- ii. Consider the provision of services and income generation for the University as an intrinsic part of the expected activities of employees;
- iii. Empower IIRaCS in its search for and coordination of consultancy services in the University;
- iv. Ensure best practices in the field of consultancy services;
- v. Strengthen the capacity of employees across the campuses on grant and proposal writing;

- vi. Recognise and reward outstanding employees in terms of income generation through the provision of consultancy services.
- vii. Release monies meant for consultancy services without undue delays.

## **6.2 Reporting**

Staff Members must report their consultancy services to the University through IIRaCS annually, and to the extent required, make disclosures of the amounts involved. Employees might be entitled to some annual rebates or benefits from the University for full disclosure and meticulous reporting.

## **6.3 Implementation and Procedures**

The responsibility for the implementation of this Policy shall lie with the Vice Chancellor, acting through the Institute for Interdisciplinary Research and Consultancy Services. IIRaCS shall, acting for and on behalf of the Vice Chancellor have authority and discretion, within the confines of (1) the University's Statutes and any Regulations, Ordinances or other provisions made by Council, (2) this Policy, (3) any procedures established by the Finance Committee, and (4) any directions given by or on behalf of the Vice-Chancellor to adopt administrative processes, guidance, forms and interpretations necessary to effectively implement this Policy and any procedures enacted.

## **6.4 Banking and Disbursement of Funds**

All funds for consultancy services must be lodged in a designated bank account duly authorized by the Vice Chancellor and disbursements of funds and other financial commitments shall be made upon the recommendation of the Director of IIRaCS and the approval of the Vice Chancellor.

## **REFERENCES**

University of Tasmania Consultancy Policy

Swansea University's Policy on Consultancy and Other Outside Services

University of Glasgow Consultancy Policy

Kibogora Polytechnic Consultancy Services and Consultancy Policy