UNIVERSITY OF BUSINESS AND INTEGRATED DEVELOPMENT STUDIES

CONSULTANCY SERVICES POLICY

APRIL, 2024

FORWARD

The University of Business and Integrated Development Studies (UBIDS) was established by Act 1001 (2019) as a public tertiary institution. The Act mandates that the University become an internationally acclaimed applied research and practical-oriented educational institution dedicated to developing business and integrated development studies programmes. Since it started operating in May 2020, the University has developed policy documents to provide the framework and guiding principles for functioning effectively and efficiently. This Policy document provides direction, guidelines, regulation, and coordination of consultancy activities to benefit the University and its staff, who may play various roles in securing, planning, and implementing consultancy projects. Specifically, the Policy outlines what consultancy is, types of consultancy services, procedure for engaging in consultancy services, responsibility of the University and sharing of income generated from consultancy activities across various participating units in the University.

Management expresses gratitude to the Consultancy Services Policy Committee and Review Committee for the tremendous efforts that went into the preparation of this Policy document and urges Staff, Faculties, Schools, Institutes, Directorates, Centers, Sections, and Units within the University to cooperate to make consultancy services a significant component of the University's activities to project it as a centre of excellence.

ACKNOWLEDGEMENTS

Terms of Reference provided by the Registrar guided the Committee in preparing this policy. Members of the Committee contributed in diverse ways in developing the policy. The University wishes to thank the Chairman of the Committee, Prof. Samuel Ziem Bonye and Committee members: Prof. John Yaw Akpareb, Prof. Naasegnibe Kuunibe, Dr Alfred Dongzagla, Dr Joshua Sumankuuro, Madam Rebecca Welber, Mr Richard Tetteh Kwao, Mr Abdul-Moomen Pantah, Madam Lydia Faith Nsubuga, Mr Dominic T. Paaga Esq. and Mr Williams Sande for their time and support in preparing the policy.

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1. BACKGROUND

The University of Business and Integrated Development Studies (UBIDS) was established by Law in 2019 by an Act of Parliament of the Republic of Ghana (Act 1001). The Act set up the University as a public tertiary institution with a mandate to become an internationally acclaimed applied research and practical-oriented educational institution dedicated to developing business and integrated development studies. The University's mission is to become a global centre of excellence for practically oriented teaching and learning, cutting-edge research, and community extension.

Consultancy work is an important means by which UBIDS can leverage its extensive range of expertise to facilitate knowledge exchange and contribute to economic and social transformation and development beyond the immediate boundaries of the academic environment. This Consultancy Services Policy has been developed within the mandate, vision, mission, and strategic drives of the University. The Policy provides for direction, guidelines, regulation, and coordination of consultancy activities in a way that will benefit the University as well as its staff, who may play various roles in securing, planning, and implementing consultancy projects. The Policy envisions that all entities (Staff, Faculties, Schools, Institutes, Directorates, Centres, Sections, and Units) within the University will cooperate to make consultancy services a significant component of their activities to project their image and that of the University as a centre of excellence.

In developing this policy, some stakeholders in the University were consulted. The consultations focused on how to effectively promote consultancy services across the University as part of a process to enhance the University’s visibility, teaching and learning, connection to industry, and income-generation drive. Herein lies the essence of streamlining the conduct of consultancy services in the University through a policy.

2. PURPOSE

The University recognises benefits that may accrue to the institution and to units/departments/faculties/schools/individuals from consultancy services. Consequently, this Policy defines the procedures for managing consultancy activities and services in the University. Specifically, the purpose of the Policy is to define what consultancy is, specify the types of consultancy services, indicate the procedure for engaging in consultancy services, outline the

responsibility of the UBIDS and clarify the sharing of income generated from consultancy activities across various participating units in the University.

3. DEFINITION OF CONSULTANCY

In this Policy, consultancy is defined as a contractual arrangement that informs the provision of professional services by the UBIDS, or an employee or group of employees of UBIDS to a client (external party). This may involve using UBIDS space, equipment, services, facilities, or staff time, in return for a fee or some other form of remuneration.

3.1 Scope

This Policy covers both University and Private consultancies. The distinction between these two types of consultancies is explained in 3.2.

3.2 Types of Consultancy Services

3.2.1 University Consultancy

University consultancy refers to a consultancy service provided by university employees (faculties/schools, directorates, departments, sections, and units) for which the University is remunerated. Under this arrangement, the University serves as a party to the consultancy, whether the documentation references any employee as the principal consultant or not. University consultancy service is rendered at a fee. Any fee charged must take into account the ability to recover, at least, the full cost of the service. University consultancy requires employee collaboration and commitment. Before the payment of funds, there must be a contract spelling out the funding agreement. Either party in the contract may initiate a review of such funding agreement in which case the University's Legal Office must supervise the review. The signing of any consultancy contract must be done in line with the University's procedures. The Directorate of Research (DoR) shall, on behalf of the Vice Chancellor, see to the formalisation and administration of the documentation on university consultancy contracts.

3.3.2 Private Consultancy

A private consultancy is any consultancy service provided by an employee of the University aside from what the University contracts them to provide, from which they benefit from the service(s) rendered. Such a service could be teaching, research, training, or any other service of a value not less than the cedi equivalent of US$5000. In a private consultancy, the individual employee is the proper party in the consultancy.

3.3 Levels of Consultancy Services

There shall be two levels of consultancy services in the University as follows:

(i) High-returns consultancy service; and

(ii) Low-returns consultancy service.

3.3.1 High-Returns Consultancy Services

A consultancy service shall be considered to be at a high return level when its net financial value is over Twenty-Five Thousand United States Dollars (US$25,000) or its equivalent in Ghana Cedis. This means for a high-returns consultancy service, its total budget value must exceed (US$25,000). After the consultancy policy comes into effect, this amount shall from time to time undergo adjustments in accordance with inflationary trends.

3.3.2 Low-Returns Consultancy Services

A consultancy service shall be considered at a low return level when its net financial value is Twenty-Five Thousand United States Dollars (US$25,000) or below, or its equivalent in Ghana Cedis. This means for a low-return consultancy service, its total budget value does not exceed (US$25,000). After the consultancy policy comes into effect, this amount shall, from time to time, undergo adjustments in accordance with inflationary trends.

4. PROCEDURE FOR ENGAGING IN CONSULTANCY SERVICES

An employee must notify the University of their involvement in any consultancy assignment at the point of its execution. The notification process shall start from the Unit or Department to which the employee belongs. Once the notification is done, it shall be the responsibility of the head of the unit or department to inform DoR through the Dean/Directorate. The DoR shall file all such notifications to track and report all consultancies undertaken by the Uuniversity's staff. If a contract is won by a department, school/faculty, or unit, the Vice-Chancelor or his/her representative shall sign the contract. Where the leader of the contract is a Department or Unit of the University, the contract shall be reviewed by the DoR and the Legal Department of the University before signing of the contract by the Vice-Chancellor.

5. PROVIDING CONSULTANCY SERVICES

5.1 Providing Consultancy Services

The DoR shall be informed of all consultancy services conducted by staff and/or Units/Departments of the University. This will ensure proper documentation and administrative and/or technical support to meet University requirements and procedures. Both academic and non-academic outfits, such as Schools/Faculties, Institutes, Directorates, Centres, Departments, and academic Units, can undertake University consultancy. Employees, individually and in groups, can also undertake private consultancy services.

6. DISTRIBUTION OF OVERHEAD CHARGES

Overhead charges in the budgets of consultancy projects shall be shared among the Centre, DoR, Faculty/School, and Department in the ratio of 1:2:1:2. All consultancy budgets must make provision for administrative overheads of 5-10% of the project cost.

7. INSTITUTIONAL RESPONSIBILITY

7.1 Institutional Consultancy Support Services

To improve the conduct of University and private consultancies, the University shall provide consultancy support services. The focus shall be to empower academic and non-academic outfits such as Schools/Faculties, Institutes, Directorates, Centres, Departments, and academic Units, as well as individual employees and groups to undertake consultancies. The DoR, Directorate of Finance (DoF), and Directorate of Academic Planning and Quality Assurance (DAPQA) shall provide such support services. They shall create and maintain an environment that is conducive for consultancies through:

i. Recognising consultancy as an essential aspect of learning and scholarship in the University.

ii. Inculcating in employees the culture of undertaking consultancies and generating income for the University as both a professional and moral responsibility.

iii. Empowering individuals, groups, and academic and non-academic outfits in the University in their exploits for consultancy services and provide coordination within the University.

iv. Ensuring the conduct of consultancy services is done in accordance with university

consultancy procedures.

v. Building employees' capacities on grant-making and consultancy services.

vi. Appreciating and appropriately incentivise individuals, groups, and academic and non-academic outfits who generate incomes from consultancies.

vii. Ensuring timeliness in the release of funds for consultancy services.

Note: Here, Roman nunmbering system is used here. Elsewhere, it is a.b, c, d, e, etc. Consistency needed.

8. FINANCIAL MANAGEMENT AND PRACTICE ON CONSULTANCY PROJECTS

8.1 Budgeting and Pricing of Consultancy Projects

a) Members of staff engaging in consultancy services shall be responsible for budgeting, with support from the DoR, if needed.

b) All tangible and intangible inputs (University resources) required for the execution of the consultancy services shall include, but not be limited to, staff time, office space, Information and Technology tools and facilities, stationery, laboratory equipment, and consumables; and these should be fully costed, and funds should be transferred to the unit owning the resources. Before using the university resource, staff members must seek permission from the appropriate authority(ies). Such a request for permission to use equipment, laboratory, etc. should be documented, and a copy shared with the DoR.

c) The price quoted to the funder shall be in accordance with the following principles:

   i. Every effort should be made to ensure full recovery of overheads.

   ii. It should be consistent with the going rate for such work and should not, without good reason, significantly undercut the prices that would be charged for comparable work by competing contractors or consultants. The price should be set with due regard to the value of the work to the clients.

   iii. A price discount may be considered if justified by the potential benefits.

   iv. Budgets shall include overhead charges of 5-10% of project cost.

8.2 Funds Management, Reporting and Disclosures

a) Staff members are encouraged to undertake consultancy assignments to among others increase the visibility of the University, strengthen the links between the University and industry stakeholders, enhance teaching and learning, and the income-generating base of

the University. Consultancy services should, however, not compromise staff commitment to their core mandate of teaching and research.

b) The lead staff involved in consultancy service shall work with the DoR and Finance Directorate to manage financial matters, including mobilisation and disbursement of funds related to the consultancy assignment.
c) The DoR shall maintain an account to which all proceeds of consultancy projects are lodged. The Finance Directorate shall facilitate the creation and operation of the account.
d) The DoR shall present an audited annual financial statement on consultancy services to the Vice-Chancellor through the Director of Finance.

9. INSTITUTIONAL FRAMEWORK FOR UNDERTAKING CONSULTANCY

9.1 Establishment of Authority Responsible for Signing of Consultancy Contracts

The Vice-Chancellor is the person required to sign all contracts that bind the University to a particular activity, or as the contract may spell out. However, the Vice-Chancellor may delegate the authority to sign consultancy contracts to the ProVice-Chancellor or Registrar.

9.2 Liability issues on Consultancy Projects

Consultancies undertaken by university staff put a heavy liability on the University regarding quality of work and other contractual matters. The UBIDS must:

a) Be held accountable and liable for any problem in consultancy work undertaken in the name of the University.
b) Not be liable for any consultancy work undertaken by university staff members not on behalf of the University.
c) Ensure that staff involved in individual consultancy must not use the University name to endorse such activity without prior written approval from the Vice-Chancellor.

9.3 Roles and Responsibilities in Undertaking Consultancy Projects

To enhance the efficiency and effectiveness of the various Faculties and Directorates that will provide leadership in consultancy work within the University, there is the need to ensure that

their roles and responsibilities are adequately defined to avoid duplication and institutional conflicts. The roles are as described in 9.3.1.

9.3.1 The Director of DoR shall:

a) Supervise the implementation of the Policy to the latter.

b) Establish and implement structures that support efficient capacity building, financial management, and mobilising resources.

c) Document and publish best practices of UBIDS consultancy work.

d) Distribute this Policy to all relevant organs of the University.

e) Track the progress of consultancies undertaken by staff and the University;

f) Prepare reports on consultancies undertaken for submission to the Vice-Chancellor.

g) Liaise with the Director of Finance to follow up on how revenue from consultancies supports the University's operational budget.

9.3.2 Faculties, Schools, Directorates, and Departments, Sections, and Units shall:

a) Source for consultancies.

b) Keep databases of all consultancies undertaken by staff in their Faculties/Schools, Directorates, Departments, Sections and units.

c) Prepare and submit progress reports to the DoR, following the procedures laid out in this Policy.

d) Conduct Monitoring and Evaluation of all consultancies at their level.

e) Enforce the implementation of this Policy in their units.

f) Ensure that revenue from consultancies is used to support operational budgets in their units.

9.3.3 Integrity, Disclosure and Approval

To uphold integrity, the DoR shall:

a) Keep a database of consultancy opportunities and make them accessible to all staff;

b) Ensure all staff are guided by the administrative manual of the University and provisions

made in this Policy in the execution of consultancy services.

c) Timeously respond to staff, departments, units, and faculties that abide by the provisions set out in this Policy.

d) Provide a reporting template for Departments, Faculties, units, and staff to provide semiannual reports to DoR.

10. ADHERENCE TO ETHICAL STANDARDS

Consultancies, like any other professions, require adherence to ethical codes of conduct, including safeguarding contract confidentiality, adhering to obligations and agreements in terms of quality and timeliness, and high regard for professionalism. Thus, embracing ethical standards and ensuring due compliance is necessary when implementing this Policy. Staff members undertaking consultancy projects should adhere to respective professional codes of conduct and the University's laid-down procedures.

11. TAX AND INSURANCE OBLIGATIONS

The staff member working with DoR and the Finance Directorate shall comply with government policies on taxation relating to consultancy works. To facilitate this, the Finance Directorate shall:

a) Enforce guidelines and procedures for handling taxation and insurance issues related to consultancy projects undertaken by the University staff in accordance with standing national laws on taxes/insurance.

b) Ensure that employers' and employees' statutory deductions for income tax and national insurance (if any) are deducted, and staff shall receive the net amount.

12. EXECUTION OF CONSULTANCY PROJECTS

The consultancy project team leader will oversee all activities related to the entire consultancy project, including:

a) Preparation of Expression of Interest (EOI).

b) Preparation of Technical Proposals (TPs), if shortlisted, including team formation, relevant curriculum vitae, all supporting materials and preparation of budgets.

c) Negotiations, if selected, with assistance from the DoR in cases where contractual commitments such as pre-finance of the project, insurance, bonds etc., are required.

d) Reviewing the draft contract before signing.

e) Implementation of the consultancy project assignment.

f) Sending invoices to clients as per agreed payment schedules and deliverables.

g) Preparation and submission of project completion/exit reports to respective offices, including the signatory of the contract for the consultancy.

h) Processing all financial transactions for the project execution, including consultancy team remuneration through the DoR.