



THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF TRANSPORT

TANZANIA PORTS AUTHORITY



BANDARI COLLEGE DAR ES SALAAM

CONSULTANCY POLICY AND OPERATING PROCEDURES, 2024

NOVEMBER, 2024

(R.E 1)

TABLE OF CONTENTS

TABLE OF CONTENTS.....	i
PREFACE	v
CHAPTER ONE	1
1.0 INTRODUCTION	1
1.1. Background	1
1.2. Vision and Mission	2
1.2.1 Vision	2
1.2.2 Mission.....	2
1.3 Purpose	2
1.4 Objectives of the Policy	2
1.4.1 General Objective	2
1.4.2 Specific Objectives.....	2
1.5 The Rationale of the Policy	3
1.6 Situational Analysis	3
1.7 Alignment of Bandari College Consultancy and National Development Policies	3
Policy Issues, Statements and Strategies.....	6
2.1 Policy Issue 1: Consultancy and Outreach Services Management	6
2.1.1 Policy Statement	6
2.1.2 Policy Strategies.....	6
2.2 Policy Issue 2: Mobilization of Efforts for Securing Consultancies	7
2.2.1 Policy Statement	7
2.3 Policy Issue 3: Capacity Building in Undertaking Consultancy Works	7
2.3.1 Policy Statement	8
2.3.2 Policy Strategies.....	8
2.4 Policy Issue 4: Profiling and Promoting Consultancy Expertise	8
2.4.1 Policy Statement	8
2.4.2 Policy Strategies.....	8
2.5 Policy Issue 5: Strategic Partnership and Collaboration	8
2.5.1 Policy Statement	9
2.5.2 Policy Strategies.....	9
2.6 Policy Issue 6: Linkage between Training, Research and Consultancy	9
2.6.1 Policy Statement:.....	9

2.6.2	Policy Strategies:	9
2.7	Policy Issue 7: Information Sharing and Dissemination	9
2.8	Policy Issue 8: Financial Management of Consultancy Works	10
CHAPTER THREE		11
3.0	Policy Management, Implementation and Evaluation	11
3.1	Institutional Framework	11
3.1.1	The Principal Bandari College (PBC)	12
3.1.2	The Deputy Principal Academic Research and Consultancy	12
3.1.3	The Head of Research, Consultancy and Short Course	12
3.1.4	Consultancy Coordinator	13
3.1.5	Consultants	13
3.2	Consultancy Committee	13
3.3	Consultancy Review Committee	14
3.4	Bandari College Consultancy Delivery Principles	14
3.5	Sustainability of Consultancy	15
3.6	Distribution of Consultancy Revenue	15
3.7	Monitoring and Evaluation	15
CHAPTER FOUR		16
4.0	Policy Implementation Framework and Standard Operating Procedures	16
4.1	Introduction	16
4.2	Procedures	16
4.2.1	Development and Approval of Technical Proposal	16
4.2.2	Development and Approval of Financial Proposal	16
4.2.3	Consultancy Management	17
4.2.4	Quality Assurance	17
4.2.5	Distribution of Revenue	18
4.2.6	Reporting of Consultancy	18
4.2.7	Monitoring and Evaluation Framework for Consultancy Works	18
4.3	Annexes	19
4.4	Custodian of the Policy	19
4.5	Applicability and Review	19
ANNEXES		20
STANDARD FORMS FOR CONSULTANCY PROPOSALS		20
Annex I: Template of Technical Proposal		21
Annex II: Template of Financial Proposal		24

Annex III: Technical Proposal Submission Form	28
Annex IV: Financial Proposal Submission Form	29
Annex V: Curriculum Vitae of Proposed Professional Staff	30
Annex VI: Power of Attorney	32
Annex VII: Bid Securing Declaration.....	34
Annex VIII: Expression of Interest	35
Annex IX: Terms of References (ToR) Format	37

 Tanzania Ports Authority	Consultancy Policy and Operating Procedures, 2024	Doc. No.	TPA/BD/R/*
		Rev. No.	1
		Rev. Date	18 th Nov 2024
		Date of Issue	

POLICY SUMMARY

DESCRIPTION	DETAILS
Prepared By:	BCD
Policy Development Date	March, 2024
Policy Review Date	-
Title of the Policy	Consultancy Policy and Operating Procedures, 2024
Policy Version Number	2
Recommending Authority	PBC
Approving Authority	BOG

PREFACE

Tanzania Ports Authority (TPA) has been bestowed among others the function to promote training, research and development in the fields of marine and ports services and facilities in collaboration with universities and other educational institutions for the promotion of technical and operations education and training in the fields of marine and port and port related services and facilities. Bandari College (BCD) is the training wing of TPA tasked to provide technical and operations training, research, and consultancy in the field of marine, port and port related services and facilities.

Consultancy in the field of marine, port and port related services and facilities is one of the core mandate of BCD. This Policy therefore details the conditions and manner in which BCD staff may carry out Consultancy. Consultancy has many benefits for both the individual and the College such as income generation, opportunities for external collaboration, personal and professional development, enhanced reputation of the College, and contribution to the College's knowledge transfer endeavours. Since consultancy carries with it an element of individual and college efforts, and her reputation, the College encourages and supports staff to engage in consultancy in a regulated manner. To ensure sustainability of consultancy, BCD will provide professional support to members of staff undertaking consultancy works.

It is my expectation that with this Policy framework in place, BCD staff will be encouraged to branch out and carry out one consultancy services in its mandated areas to the benefit of TPA and the nation at large.



Dr. Lufunyo S. Hussein

PRINCIPAL

LIST OF ABBREVIATIONS

BCD	Bandari College
BoG	Board of Governors
CBET	Competency-Based Education and Training
COMESA	Common Market for Eastern and Southern Africa
DP-ARC	Deputy Principal-Academic, Research and Consultancy
DP-PFA	Deputy Principal-Planning, Finance and Administration
EAC	East African Community
HoDs	Heads of Departments
ICD	Inland Container Depot
ICT	Information and Communication Technology
MDAs	Ministries, Departments and Agencies
NACTE	National Council for Technical Education
NACTVET	National Council for Technical and Vocational Education and Training
NTA	National Technical Award
PBC	Principal Bandari College
RCS	Research, Consultancy and Short Courses
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
THA	Tanzania Harbours Authority
TPA	Tanzania Ports Authority
URT	United Republic of Tanzania
ZPC	Zanzibar Ports Corporation

INTERPRETATION

Unless the context otherwise requires the following words shall have the following meaning:

Consultancy refers to professional or advisory services which may include training offered by BCD to a client. The services may arise from clients' expressed need or consultant identified gap and may be conducted within or outside BCD premises.

Community Service Consultancy refers to provision of professional advisory services as a contribution to a particular community.

Corporate Consultancy refers to provision of professional advisory services by BCD whether or not sourced by an employee with BCD institutional affiliation. The overall coordination of this kind of the consultancy is done by BCD.

Individual Consultancy refers to provision of professional advisory services by a BCD employee without an institutional affiliation. The consultancy will not involve use of BCD name, facilities, headed papers or support letter from BCD.

Public Service consultancy refers to provision of professional advisory services by an employee or a team of employees in assisting Ministries, Departments and Agencies (MDAs) upon formal request from the client and permission from the Principal Bandari College (PBC).

CHAPTER ONE

1.0 INTRODUCTION

1.1. Background

BCD is a technical institution registered by NACTVET (then NACTE) in 2004 with registration number REG/EOS/018. Since 2017, the courses conducted by the BCD are registered by NACTVET.

As a training institution, BCD is owned by TPA. TPA is a public corporation established under section 4 of the Ports Act, 2004. TPA can trace its history to the defunct East Africa Harbours Corporation which had a subsidiary company called East Africa Cargo Handling Services Ltd conducting port training to activities in Tanga. After the breakup of the East African Community in 1977, Tanzania Harbours Authority Act, 1977 was passed. This legislation created Tanzania Harbours Authority (THA) mandated among other things to control and manage seaports in mainland Tanzania. THA Act was repealed and replaced by the Ports Act, 2004 as amended (Act) which is the governing law to-date. The functions of the College as a training institution were generally preserved. Whereby under section 12(k) of the Act, TPA through BCD is mandated to provide technical and operations training, research, and consultancy in the field of marine, port and port related services and facilities.

BCD offers competent based curricula in its programmes with a flexible mode of delivery and assessments at certificates and diploma level. It also offers a wide range of short courses at its campus as well as tailor made courses as need arises.

Currently, BCD conducts training, research and consultancy in the areas of Maritime Transport and Logistics, Shipping and Port Operations, Freight Clearing and Forwarding, Engineering (Equipment Maintenance and Operations), Leadership and Management, and Business Administration. The Consultancy conducted by BCD focuses on port and maritime sub sector and its ancillary services. BCD conducts four (4) types of consultancies defined in this Policy which are:

- (i) Corporate
- (ii) Individual
- (iii) Public Service
- (iv) Community Service

1.2. **Vision and Mission**

1.2.1 **Vision**

To be the Centre of excellence in training, research, and consultancy in port management and maritime logistics in sub-Saharan Africa.

1.2.2 **Mission**

To offer competency-based training, undertake applied research and provide consultancy services in port management and maritime logistics to respond to current and future needs of the maritime transport sub-Sector.

1.3 **Purpose**

The purpose of this policy is to support the development and delivery of consultancy at BCD by providing clear guidelines and a transparent regulatory framework which covers *inter alia*, financial, quality assurance and delivery.

1.4 **Objectives of the Policy**

1.4.1 **General Objective**

The overall objective of this Consultancy Policy is to promote and provide the framework for efficient undertaking of consultancy activities at BCD.

1.4.2 **Specific Objectives**

The Specific objectives of the Policy are to:

- (i) Set appropriate management and financial systems for governing consultancy services.
- (ii) Provide guidance on knowledge sharing between consultancies and training.
- (iii) Provide consultancy services to the public, private sector and International Organizations.
- (iv) Establish strong partnerships and collaborations with other consulting firms.

1.5 The Rationale of the Policy

This Policy guides the entire process in the provision of consultancy at BCD. The Policy has been formulated in response to increasingly institutional and individual staff frequent engagements in consultancy activities. Some of these assignments are obtained through personal initiatives, while others are through competitive institutional bidding or single sourcing. The above context necessitated the development of a Consultancy Policy.

1.6 Situational Analysis

The Consultancy Policy is premised on the significance of advisory services and knowledge transfer to the workplaces. The Policy will provide clear and comprehensive procedures in the course of providing advisory services. Thus, BCD seeks to promote consultancy activities within the framework of this policy and aims to use these activities to add value to research and teaching undertakings.

BCD has not effectively explored this core function since its establishment in 1977 as evidenced by the inadequate number of consultancy assignments undertaken. Contextually, BCD consultancies are currently guided by TPA's Fourth Rolling Strategic Plan (2021/22–2025/26) under Strategic Objective "D" (Port Capacity and Service Delivery Enhanced). This strategic objective demands strengthening of BCD teaching, research and consultancy functions.

The consultancy assignments conducted by BCD consultants faced challenges which included limited income generated and capacity of instructors to bid and conduct consultancy assignments. All these challenges prompted the development of BCD Consultancy Policy and Operating Procedures to ensure smooth growth in the number of consultancy outputs.

1.7 Alignment of Bandari College Consultancy and National Development Policies

The formulation of this Consultancy Policy is in line with the Tanzanian Development Vision 2025 (URT, 2000), the National Five-Year Development

Plan (2021/22-2025/26), and the TPA Fourth Corporate Strategic Plan (2021/2022-2025/2026). The policy is also aligned with regional and global development directions, such as the United Nations 2030 Agenda for Sustainable Development Goals (SDGs) and the African Agenda 2063 (UN, 2015; AU,2014a), which aims to frame the development goals and objectives of individual societies and the international community.

All these documents and plans are in line with BCD's mission, objectives, and vision. BCD consultancies will focus on five (5) clusters in line with the college mandate and the National Research Priorities (COSTECH, 2020). First, the socio-economic transformation cluster which depends on human capital development built on access to quality education, health, water and sanitation, food security and nutrition, human settlement, land management and demographics. Consultancy projects under this cluster will focus on improving inventiveness, innovativeness, and quality education to promote an industrial-based economy.

The second cluster will focus on transportation which is crucial for supporting industrial development to ensure sustainability as reflected in the National Development Plans, sectorial policies, and Regional and International Conventions Strategies. Consultancy projects will focus on assisting infrastructure development, transportation equipment technologies, and efficient logistics and transport operations.

The third cluster will focus on building a strong and competitive industrial economy in which Tanzania strives to build a stable and competitive economy through bio-economy (blue economy), energy, mining, industry, manufacturing, agriculture and trade sectors. The blue and green economies are underexploited in Tanzania. Therefore, Consultancy projects will focus on improving the utilization of natural resources to ensure sustainable social, economic and environmental development.

The fourth cluster will focus on realizing a sustainable industrial economy which requires Tanzania's local, regional and international trade participation as part of the global economy. Tanzania is a signatory to many trade blocks including the SADC-COMESA-EAC. The tripartite agreement is expected to increase its share due to the opening and easing of trade barriers. Consultancy projects will centre on assisting comparative and competitive advantages in trade, trade barriers, enhance trade negotiation, promotion, lobbying strategies, regional export and import markets and international politics.

The fifth cluster will focus on cross cutting issues. Consultancy projects will focus on gender issues, good governance and anti-corruption and climate change. BCD will endeavour to develop consultancy works in line with the above five themes as indicated in the Tanzania National Research Priorities (2021/22-2025/26).

CHAPTER TWO

Policy Issues, Statements and Strategies

This Policy is in line with the mandate, vision and mission of BCD. As the major training college in Port Management and Maritime Transport in Tanzania, BCD has the responsibility of contributing to the national efforts towards attaining sustainable development through an efficient, cost-effective and productive global logistics and supply chain provided by sea and lake ports.

In order to promote and provide the framework for efficient undertaking of consultancy activities the following policy statements and strategies shall form the bedrock:

2.1 Policy Issue 1: Consultancy and Outreach Services Management

Management of consultancy activities is an important aspect in fostering long term relationships between industries, Government, private sector and academia. Thus, staff are encouraged to engage in consultancy activities as it is one of the core function of BCD. BCD aspires to enhance the socio-economic development of the country through collaborative and participatory consultancy intervention. However, there is lack of capacity and proper planning and management of consultancy activities at BCD.

2.1.1 Policy Statement

To have effective consultancy services management framework to guide consultancy activities.

2.1.2 Policy Strategies

BCD will:

- (i) Establish strategic competence areas to cater for specific consultancy works.
- (ii) Deploy outside expertise (where applicable) and capacitate staff in conducting consultancies.
- (iii) Facilitate staff in bidding, negotiating and undertaking consultancies.

- (iv) Establish and describe the roles of the office responsible for consultancy services.
- (v) Ensure that consultancy services are undertaken in accordance with this Policy and core functions.

2.2 Policy Issue 2: Mobilization of Efforts for Securing Consultancies

Securing consultancy works is a demanding task. This is particularly true in the current competitive environment. Therefore, securing consultancy work demands dedication, commitment and constant efforts. BCD previous experience in securing consultancy works has not been satisfactory. Reasons for this situation include, absence of a policy guidelines and limited networking with potential clients.

2.2.1 Policy Statement

To establish consultancy strategy for securing consultancy assignments.

2.2.2 Policy Strategies

BCD will:

- (i) Develop a mechanism for conducting new consultancy assignments.
- (ii) Support the consultancy securing process.
- (iii) Ensure that consultancy works are conducted at departmental level.
- (iv) Establish a network with potential clients to assist in securing consultancy works.

2.3 Policy Issue 3: Capacity Building in Undertaking Consultancy Works

The competitive nature of consulting business needs an informed and qualified consultant who can meet client's expectations. There are few experienced consultants who can deliver and meet the client's needs. Therefore, it is necessary to equip members of staff with necessary knowledge and skills for conducting consultancy activities.

2.3.1 Policy Statement

To enhance staff capabilities in undertaking consultancy activities.

2.3.2 Policy Strategies

BCD will:

- (i) Ascertain staff consultancy capacity building needs.
- (ii) Capacitate BCD staff on how to undertake consultancy activities.
- (i) Ensure that junior staff participate in consultancy works for capacity building.

2.4 Policy Issue 4: Profiling and Promoting Consultancy Expertise

Promotion of institutional expertise is important for securing consultancy assignments. BCD must develop and showcase institutional profile to encourage a wide range of stakeholders to use the College's consultancy capacity.

2.4.1 Policy Statement

To profile and promote consultancy capacities and experiences.

2.4.2 Policy Strategies

BCD will:

- (i) Profile and showcase all consultancy assignments undertaken.
- (ii) Establish and maintain a database for all consultancy activities.
- (iii) Maintain a client database for further engagement.

2.5 Policy Issue 5: Strategic Partnership and Collaboration.

In a globalized world characterized by integration in virtually all aspects of human life including the knowledge arena, networking in securing and execution of consultancy assignments is inevitable. Currently, there are few collaborative/joint consultancies at BCD. In this context, BCD must build strategic partnerships and collaboration to build staff capacity and increase consultancy assignments.

2.5.1 **Policy Statement**

To establish and strengthen collaboration with strategic partners for consultancy works.

2.5.2 **Policy Strategies**

BCD will:

- (i) Develop and execute partnership and collaboration strategies.
- (ii) Build and sustain networks with strategic local, and international partners.
- (iii) Develop and execute Memorandum of Understanding (MoU) with strategic partners to deliver specified consultancy services.

2.6 **Policy Issue 6: Linkage between Training, Research and Consultancy**

Training, research and consultancy are interdependent core functions of BCD. Cross utilization of knowledge from these functions is key in improving delivery of the three functions. BCD faces some challenges with regard to linkages of these functions.

2.6.1 **Policy Statement:**

To ensure consultancy, research and training activities are linked for improved service delivery.

2.6.2 **Policy Strategies:**

BCD will:

- (i) Motivate staff publications from consultancy works.
- (ii) Ensure integration of consultancy services with training curricula.
- (iii) Ensure that research skills are employed in consultancy services.

2.7 **Policy Issue 7: Information Sharing and Dissemination**

Consultancy work has the potential to generate useful data and information. However, there is limited dissemination and usage of the same. Likewise, forums for sharing consultancy outputs are very few. In addition, there is lack of clear procedures on disclosures of consultancy information. This hinders

information sharing and dissemination. As a result, the contribution of consultancy information for research, teaching and practical use is very limited.

2.7.1 Policy Statement:

To establish consultancy information dissemination framework.

2.7.2 Policy Strategies:

BCD will:

- (i) Capacitate consultants on sharing consultancy information.
- (ii) Establish means for sharing consultancy information.
- (iii) Encourage consultants to develop case studies, publish policy briefs and case methodologies subject to client's approval.

2.8 Policy Issue 8: Financial Management of Consultancy Works

Revenue from BCD core functions is essential for its financial sustainability. This requires clear procedures for pricing and deductions in respect of consultancy assignments. However, BCD lacks clear procedures on pricing and deduction of its consultancy revenue.

2.8.1 Policy Statement:

To establish clear procedures for pricing and deductions of consultancy revenues.

2.8.2 Policy Strategies:

BCD will:

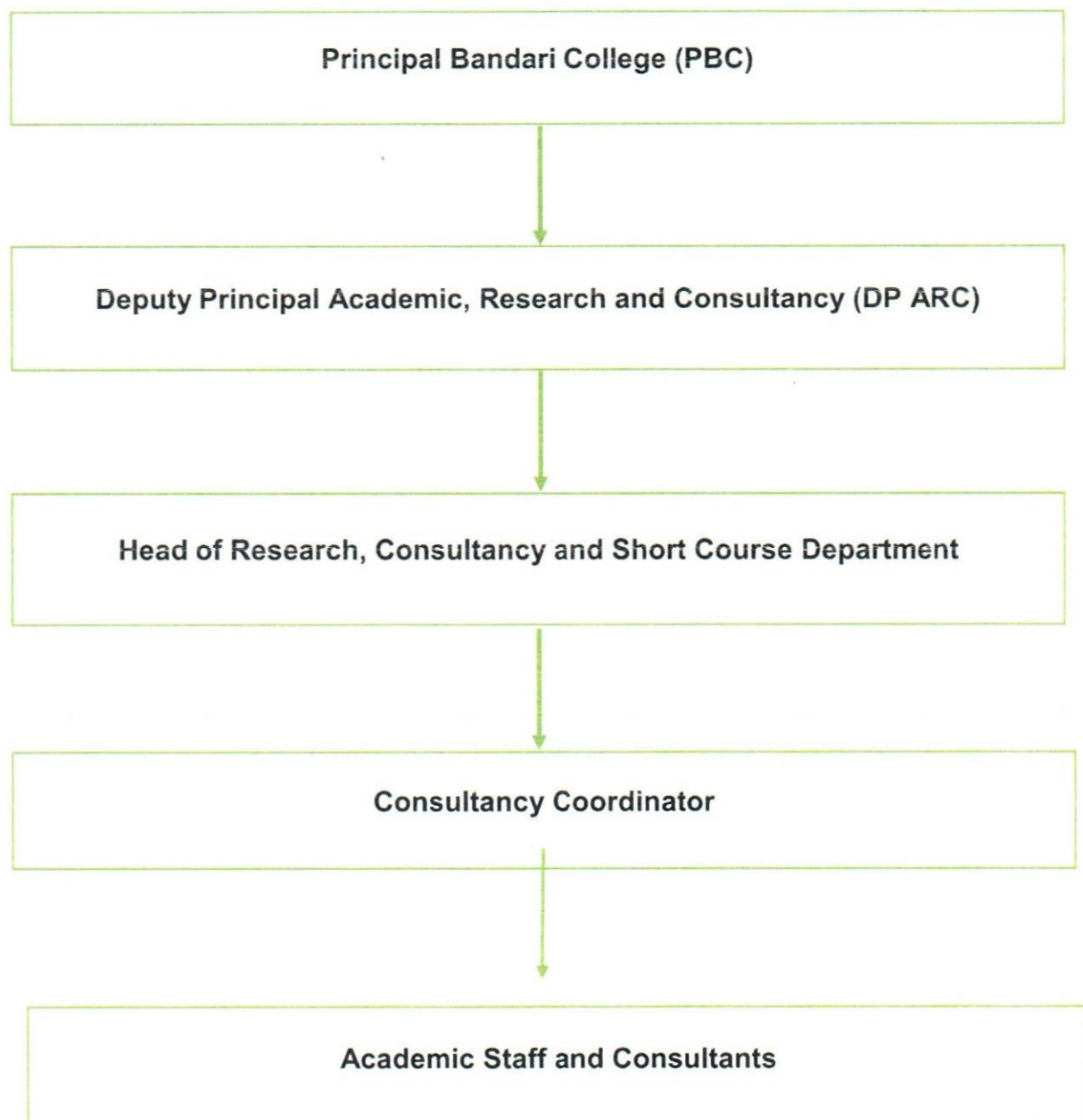
- (i) Ensure all consultancy works are priced according to BCD annual budget.
- (ii) Comply with all tax requirements in every consultancy assignment.
- (iii) Ensure consultancy revenue is distributed according to this Policy, its Guidelines and TPA Financial Regulations.

CHAPTER THREE

3.0 Policy Management, Implementation and Evaluation

3.1 Institutional Framework

Successful and smooth implementation of consultancy assignments requires adherence to BCD institutional setup and guidelines. Below is the institutional setup for management of consultancy function at BCD.



3.1.1 The Principal Bandari College (PBC)

The PBC is responsible for the approval of all consultancy activities conducted by BCD. PBC may also direct on any consultancy to be conducted.

3.1.2 The Deputy Principal Academic Research and Consultancy

The DP ARC is responsible for managing consultancy assignments at BCD and overall coordination of approved consultancy activities to be conducted by consultants. DP ARC will work closely with the Head of Research, Consultancy and Short Course and Coordinator/Facilitators to ensure that BCD continues to build its competitiveness in bidding and executing consultancy assignments.

To achieve the above, the DP ARC will:

- (i) Strengthen capacity and ability to manage and coordinate consultancy activities in BCD.
- (ii) Enhance volume and quality of consultancies.
- (iii) Identify source of consultancy funds/grants for consultancy activities.
- (iv) Mobilize stakeholders for consultancies.
- (v) Strengthen performance monitoring and evaluation of consultancy delivery.
- (vi) Enhance the culture of continuous learning and sharing.
- (vii) Involve all staff in consultancy activities.
- (viii) Chair monthly consultancy meetings.
- (ix) Be Custodian of all consultancy documents

3.1.3 The Head of Research, Consultancy and Short Course

The Head of Research, Consultancy and Short Course is responsible for:

- (i) Assisting in the planning and execution of consultancy assignments.
- (ii) Coordinating consultancy activities.
- (iii) Ensuring participation of the department members in consultancy activities.
- (iv) Facilitating approval of consultancy assignments.
- (v) Reviewing and submitting BCD consultancy reports to DP ARC for submission to the Consultancy Committee.

- (vi) Organizing and providing secretarial services during monthly consultancy meetings.

3.1.4 **Consultancy Coordinator**

The Consultancy Coordinator will be responsible for:

- (i) Assisting in the day to day planning and execution of consultancy assignments.
- (ii) Daily coordination of consultancy activities.
- (iii) Following up consultancy payments.
- (iv) Ensuring all consultancies adhere to this Policy, Guidelines and BCD rules and procedures.
- (v) Prepare BCD consultancy reports and submit to the Head of Research, Consultancy and Short Course.
- (vi) Attending monthly consultancy meetings as part of the Secretariat Team.
- (vii) Carrying out any other assignment directed by Head of Research, Consultancy and Short Course

3.1.5 **Consultants**

All consultants will be responsible for:

- (i) Assisting the Consultancy Coordinator in conceiving and identifying possible areas for consultancy assignments.
- (ii) Assisting the Consultancy Coordinator in the coordination of consultancy activities.
- (iii) Bidding and executing consultancy assignments.
- (iv) Participating in relevant consultancy activities.

3.2 **Consultancy Committee**

3.2.1 There shall be a consultancy Committee comprising of the following members:

- | | | | |
|-------|-------------------------------|---|-------------|
| (i) | DP ARC | – | Chairperson |
| (ii) | Heads of Academic Departments | - | Members |
| (iii) | Head of Finance Unit | - | Member |
| (iv) | Head of Quality Assurance | - | Member |
| (v) | Head of Legal | - | Member |

(vi) Head of Research, Consultancy and Short Course - Secretary

3.2.2 The Secretariat shall comprise of three (3) staff namely; Consultancy Coordinator, Registrar and a staff from ICT office to be appointed by PBC.

3.2.3 Staff who have submitted a proposal shall be invited to the Consultancy Meeting for presentation and clarifications.

3.2.4 The Consultancy Committee shall be responsible for the following:

- (i) Reviewing and recommending to PBC non-competitive proposals to undertake consultancy
- (ii) Deliberating and recommending to PBC identified source of consultancy funds/grants for consultancy activities.
- (iii) Reviewing performance reports on conducted consultancy activities.
- (iv) Strategizing on ways to enhance volume and quality of consultancies.

3.3 **Consultancy Review Committee**

3.3.1 There shall be a Consultancy Review Committee comprising of not more than five (5) members appointed by PBC from within or outside BCD. This committee will be responsible for:

- (i) Reviewing competitive consultancy at all stages and make recommendations to the PBC.
- (ii) Evaluating consultancy conducted
- (iii) Handling consultancy ethical issues.
- (iv) Writing and submitting reports to the PBC after consultancy review and evaluation.
- (v) Any other specific activities assigned to it by the PBC.

3.4 **Bandari College Consultancy Delivery Principles**

The following principles underlie BCD consultancy execution. Every consultant will:

- (i) Ensure that there is no conflict of interest in the execution of the consultancy projects.
- (ii) Ensure the execution of consultancy projects adhere to ethical principles.
- (iii) Encourage staff to declare their consultancy assignments to BCD.
- (iv) Adhere to the Public Service Code of Ethics.

3.5 Sustainability of Consultancy

BCD will ensure that it:

- (i) Strengthen and maintains consultancy capacity building.
- (ii) Motivates members of staff to conduct consultancy works.

3.6 Distribution of Consultancy Revenue

Distribution of consultancy revenue will be guided by the parameters set out in the Operating Procedures.

3.7 Monitoring and Evaluation

Consultancy demands a solid ethical framework as well as a strong scientific merit in terms of justification/rationale for executing it. Also, it requires the soundness and clarity of the objectives and methodologies to be used. Thus, there is a need to have an institutional mechanism for evaluating and monitoring consultancy activities. Monitoring and evaluation are critical components for coordination, administration and advancement of consultancy services at the college. To that end, BCDD will:

- (i) Establish a system for registering all consultancy assignments.
- (ii) Ensure that all consultancy tax obligations are met.
- (iii) Develop and formulate a framework for monitoring and evaluating consultancy activities.
- (iv) Ensure all consultancy agreements adhere to this Policy and TPA rules and regulations.
- (v) Establish procedures for the reporting mechanism of consultancy activities.

CHAPTER FOUR

4.0 Policy Implementation Framework and Standard Operating Procedures

4.1 Introduction

The purpose of these standard operating procedures is to establish BCD's procedural requirements in relation to the management of consultancy activities. These procedures are to be read with other TPA and BCD policies, rules and regulations.

4.2 Procedures

All proposals or expression of interest including Financial Proposal for executing consultancy assignment must be approved by the Consultancy Committee.

4.2.1 Development and Approval of Technical Proposal

The proposal must include:

- (i) Title of the Consultancy.
- (ii) Technical Proposal Submission Form.
- (iii) Institutional Profile.
- (iv) Comments on Terms of Reference
- (v) Project Management Approach.
- (vi) Description of Methodology.
- (vii) Team Composition.
- (viii) Activities/Work Plan.
- (ix) Previous Assignments/Bidders References.
- (x) Detailed Curriculum Vitae.
- (xi) Proposal Securing Declaration Form.
- (xii) Power of Attorney.

4.2.2 Development and Approval of Financial Proposal

The Financial proposal must include:

- (i) Title of the Consultancy.
- (ii) Financial Proposal Submission Form.

- (iii) Summary of Costs.
- (iv) Breakdown of Remuneration.
- (v) Breakdown of Reimbursable Expenses.
- (vi) Breakdown of Taxes.
- (vii) Business License.
- (viii) Certificate of Incorporation/ Establishment Order.
- (ix) Tax Identification Number.
- (x) Tax Clearance.

4.2.3 Consultancy Management

- (i) DP-ARC must ensure that all consultancies are delivered by competent staff.
- (ii) Each consultancy shall have a Lead Consultant who may or may not be a TPA staff.
- (iii) Consultancy management will be the responsibility of the Lead Consultant.
- (iv) BCD Consultancy Policy shall be adhered to in all consultancies.

4.2.4 Quality Assurance

Sustainable enhancement of quality control and assurance on consultancy services cannot be overemphasized. The current environment of the consultancy market is very competitive. The number of consulting institutions is rapidly increasing and clients are constantly looking for quality products and services. Those who will survive in the market must embrace and ensure quality culture. BCD will therefore:

- (i) Set up criteria for approval of consultancy projects which include the quality of the content and the extent to which it addresses the terms of reference of the task to be undertaken.
- (ii) Provide for vetting of proposals/bids and consultancy reports before submission.
- (iii) Maintain client's confidence on BCD capacity to deliver quality consultancy services.

4.2.5 Distribution of Revenue

- (i) BCD will retain 30% of the consultancy fee while 70% of the consultancy fee will be utilised as running costs for undertaking the consultancy.
- (ii) All disbursement of the 70% of the Consultancy fee shall be paid from BCD accounts to a team or individual consultants against supporting documents.
- (iii) The 70% consultancy fee disbursed as running costs shall be accounted for in accordance with TPA's financial procedures.

4.2.6 Reporting of Consultancy

Lead Consultants shall submit reports to Consultancy Coordinator who will compile them for submission to Head of Research, Consultancy and Short Course.

4.2.7 Monitoring and Evaluation Framework for Consultancy Works

- (i) Monitoring and Evaluation shall be undertaken for each consultancy work by a technical committee of not more than three (3) people to be appointed by PBC from inside or outside TPA.
- (ii) All consultancy activities conducted under the auspice of must be dully registered with BCD and issued with an identification registration number regardless of the source and mode of funding.
- (iii) All consultancy activities shall be monitored and evaluated to ensure that goals are achieved.
- (iv) Each Lead Consultant will be required to submit progress reports as well as a final report to the Consultancy Coordinator.
- (v) Annual and quarterly reports of the College Consultancy Committees will be used to monitor and evaluate consultancy projects.

4.3 Annexes

4.3.1 All Proposals or expression of interest including Financial Proposal shall be prepared in accordance with the forms set out in the Annexes in this Policy.

4.4 Custodian of the Policy

PBC is the custodian of this Policy and on his behalf the DP ARC shall be responsible for ensuring due implementation and review of this Policy, where necessary.

4.5 Applicability and Review

4.5.1 This Policy shall become applicable after approval by the Board of Governors.

4.5.2 This Policy may be reviewed after five (5) years or earlier where need arises.

Approved by

Board of Governors:

..........

Eng. Anthony F. Swai

Chairperson of the Board of Governors



Dr. Lufunyo S. Husse

Principal/Secretary

Dar es Salaam
Date 18th November, 2024

ANNEXES

STANDARD FORMS FOR CONSULTANCY PROPOSALS

Annex I: Template of Technical Proposal

Title

Ref No.

Technical Proposal

Consultant's Organization and Experience

1.1 Background

1.2 Consultant Organization

2.0 Consultant's Experience

Work undertaken by the College that best illustrates our capability

2.1 Assignment No. 1

Assignment name		Approx. value of the contract:	
Assignment location:		Duration of the assignment(month):	
Name of the client:		Profession staff provided by our	
Start date:	Completed date:	Organization:	
		No. of staff:	
		No. of person-month:	
Name(s) of associated Consultant:		No. of professional staff provided by associated consultant:	
Name of senior staff for the project and function performed:			
Detailed narratives description of the project:			
Detailed description of actual services provided by our staff:			
•			

Firm's Name	
Authorized Signature:	

2.2 Assignment no. 2

Assignment name:		Approx. value of the contract:	
Assignment location:		Duration of the assignment(month):	
Name of the client:		Profession staff provided by our	
Start date:	Completed date:	Organization:	
		No. of staff:	
		No. of person-month:	
Name(s) of associated Consultant:		No. of professional staff provided by associated consultant:	
Name of senior staff for the project and function performed:			
Detailed narratives description of the project:			
Detailed description of actual services provided by our staff:			
Firm's Name			
Authorized Signature:			

- 3.0 Comments and Suggestions on the Terms of References and on Counterpart Staff and Facilities to be provided by the Client
 - 3.1 On terms of Reference
 - 3.1.1 Our understanding of the scope of work
 - 3.1.2 Comments on the Terms of Reference (TOR)
- 4.0 Description of Approach, Methodology and Work Plan for Perfuming the Assignment
 - 4.1 Technical Approach and Methodology
 - 4.2 Work Schedule

Annex II: Template of Financial Proposal

Title

RF No.

Financial Proposal

11/13/2023 Form 5B2 Summary of Costs

Cost Component	Costs
Staff Remuneration (1)	
Reimbursable Expenses (1)	
Total	

Form 5B3 Breakdown of Staff Remuneration

Name	Position	Staff-days Rate Curriculum	Staff-days Rate Materials	Sub Cost (for each staff)

Form 5B4 Breakdown of Reimbursable Expenses

Nº	Description ⁹	Unit	Unit Cost ¹⁰	Quantity	(Indicate sub cost for each item) ¹¹			
		Days						

Form 5B5 Breakdown of Taxes

Nº	Description ¹²	Unit	Unit Cost ¹³	Quantity	(Indicate sub cost for each item) ¹⁴

Annex III: Technical Proposal Submission Form

Date:

To:

Dear Sir,

RE: NAME OF CONSULTANCY ASSIGNMENT.....

The above caption refers,

We, the undersigned, offer to provide the consulting services to carry out the above-mentioned assignment in accordance with your Scope of Work. We are hereby submitting our Technical Proposal.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification. If negotiations are held during the period of validity of the Proposal, we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

The blend of experiences of this suggestive of the capacity and expertise possessed in relation to the subject of this submission. The combination of experiences of the individual consultants forming the team for this work adds to the kind of savvy required of the intended intervention. We hope our methodology will meet the needs of your institution as envisaged in your Scope of Work (SoW).

We understand that you are not bound to accept any proposal you receive.

We remain,

Yours sincerely

Authorized Signature	
Name and title of Signatory	
Name of the Firm	
Address	

Annex IV: Financial Proposal Submission Form

Date:

To:

Dear Sir,

RE: NAME OF CONSULTANCY ASSIGNMENT.....

The above caption refers,

We, the undersigned, offer to provide the consulting services to carry out the above-mentioned assignment in accordance with your Scope of Work. We are hereby submitting our Financial Proposals.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification. If negotiations are held during the period of validity of the Proposal, we undertake to negotiate on the basis of the proposed staff. Our Financial Proposal is for the sum of Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

The blend of experiences of this suggestive of the capacity and expertise possessed in relation to the subject of this submission. The combination of experiences of the individual consultants forming the team for this work adds to the kind of savvy required of the intended intervention. We hope our methodology will meet the needs of your institution as envisaged in your Scope of Work (SoW).

We understand that you are not bound to accept any proposal you receive.

We remain,

.....
Yours sincerely

Authorized Signature	
Name and title of Signatory	
Name of the Firm	
Address	

Annex V: Curriculum Vitae of Proposed Professional Staff

1	Proposed Position for the Project				
2	Name of the Person				
3	Date of Birth				
4	Nationality				
5	Membership in Professional Societies				
6	Education				
7	Other Training				
8	Languages & Degree of Proficiency	Language	Speaking	Reading	Writing
9	Countries of Working Experience				
10	Employment Records	From:	To:	Position Held	

CERTIFICATION

I, the undersigned, certify that (i) I was not a former employee of a client immediately before the submission of this proposal, and (ii) to the best of my knowledge and belief, this biodata correctly describe my qualifications, my experience, and myself. I understand that any wilful mis-statement described herein may lead to my disqualification or dismissal, if engaged.

Tanzania Ports Authority has employed me continuously for the last twelve (12) months as regular full-time staff.

YES

☐

NO

☐

Signature

Date of Signing

Day / Month / Year

Annex VI: Power of Attorney

KNOW ALL MEN BY THESE PRESENTS THAT I the undersigned [*insert name of the Donor*] being [*insert designation*] of [*insert name of the company*] of [*insert company address*] having its registered office at [*insert physical address of company*];

WHEREAS in course of business it is necessary to bid for tenders and enter into contracts;

NOW THEREFORE KNOW ALL MEN THAT I [*insert name of the Donor*] by virtue of authority conferred to me by the Board Resolution No [*insert Board Resolution Number*] of [*insert day*] day of [*insert Board Resolution month and year*], do hereby ordain, nominate, authorize, empower and appoint [*insert name of Donee*] of [*insert address of the Donee*] to be our true lawful Attorney and Agent with full power and authority for us and in our names and for our accounts and benefits, to do any, or all of the following acts, in the execution of tender No. [*Insert tender number*] that is to say;

To act on my behalf or for the company and do any other thing or things incidental for [*insert tender Number*] of [*insert description of procurement*] for the [*insert name of the procuring entity*];

AND provided always that this Power of Attorney shall not revoke or in any manner affect any future Power of Attorney given to any other person or persons for such other power or powers shall remain and be of the same force and affect as if this deed has not been executed.

AND we hereby undertake to ratify everything, which our Attorney or any substitute or substitutes or agent or agents duly appointed by him under this power on his behalf herein before contained shall do or purport to do in virtue of this Power of Attorney.

SEALED with the common seal of the said [*insert name of the company*] and delivered in the presence of us this [*insert date*] day of [*insert month*] [*insert year*].

IN WITNESS whereof we have signed this deed on this [*insert date*] day of [*insert month*] [*insert year*] at [*insert place*] for and on behalf of [*insert name of the company or Donor*]

SIGNED AND DELIVERED by the said

[*Insert name of Donor*] Identified to me

By [*insert name*]

The latter being known to me personally

this [*insert date, month and year*]

.....

DONOR

BEFORE ME:

Name:.....

Address:.....

Qualification:.....

Signature:.....

COMMISSIONER FOR OATHS

Acknowledgement

I [*insert name of Donee*] doth hereby acknowledge and accept to be Attorney of the said [*insert name of the company/donor*] under the Terms and Conditions contained in this Power of Attorney and I promise to perform and discharge my duties as the lawfully appointed Attorney faithfully and honestly.

SIGNED AND DELIVERED by the said
[*Insert name of Donee*] Identified to me
By [*insert name*]
The latter being known to me personally
This [*insert date, month and year*],

.....

DONEE

BEFORE ME

Name:.....

Address:.....

Qualification:.....

Signature:.....

COMMISSIONER FOR OATHS

Annex VII: Bid Securing Declaration

Date:

Tender No.:

To:

We, the undersigned, declare that:

We understand that, according to your conditions, Proposal Securing Declaration must support Proposal.

We accept that we will automatically be suspended from being eligible for undertaking any contract with the Procuring Entity for the period of time as determined by the Authority if we are in breach of our obligation(s) under the tender conditions, because we:

- (a) Have withdrawn our proposal during the period of Proposal Validity specified in the Form of Tender; or
- (b) Having been notified of the acceptance of our Proposal by Procuring Entity during the period of Proposal validity, (i) fail or refuse to execute the Contract, if require, or (ii) fail or refuse to furnish the Performance Security, in accordance with ITC 48.

We understand that this Proposal Securing declaration shall expire if we are not successful Consultant, upon the earlier of (i) our receipt of your notification to us of the same name of the successful Consultant; or (ii) twenty-eight days after the expiration of our proposal.

Signed:

In the Capacity of

Name:

Duly authorized to sign the Proposal for and on behalf of:

Dated on _____ day of _____,

Corporate Seal

Annex VIII: Expression of Interest

Expression of Interest for the Provision of Service Tender No.

Expression of Interest (EoI)

1.0 Background and Focus

1.1 Deliverables

2.0 Our Proposed Methodology

3.0 Project Team

4.0 Staffing the Assignment

5.0 Our Corporate Profile

Annex IX: Terms of References (ToR) Format

1.0 Project background:

.....
.....
.....
.....
.....

1.1 Components of the Project:

.....
.....
.....
.....
.....

2.0 Objectives of the consultancy:

.....
.....
.....
.....
.....

2.1 Specific tasks of the consultant:

.....
.....
.....
.....
.....

3.0 Deliverables:

.....
.....
.....
.....
.....

3.1 An inception report

.....

.....

.....

.....

.....

3.2 A draft report

.....

.....

.....

.....

.....

3.3 Final report

.....

.....

.....

.....

.....

4.0 Qualification of the Firm:

.....

.....

.....

.....

.....

4.1 Team Leader:

.....

.....

.....

.....

.....

4.2 Key staff:

.....

.....

.....

.....

.....

5.0 Duration of the Assignment/Time Frame:

.....

.....

.....

.....

.....

6.0 Reporting Arrangement:

.....

.....

.....

.....

.....

7.0 Terms of Payment:

.....

.....

.....

.....

.....

