

MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES

**DIRECTORATE OF INFORMATION AND COMMUNICATION
TECHNOLOGY**



CONSULTANCY BUREAU POLICY AND OPERATIONAL PROCEDURES

December, 2020

LIST OF ABBREVIATIONS

DICT – CB	DICT Consultancy Bureau
DICT	Directorate of Information and Communication Technology
DVC-ARC	Deputy Vice Chancellor Academic, Research and Consultancy
DVC-PFA	Deputy Vice Chancellor Planning, Finance and Administration
ICT	Information and Communication Technology
LAN	Local Area Network
MUCHS	Muhimbili University College of Health Sciences
MUHAS	Muhimbili University of Health and Allied Sciences

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1. INTRODUCTION

1.1. Background

Muhimbili University of Health and Allied Sciences (MUHAS) by then Muhimbili University of College of Health Sciences (MUCHS) under the University of Dar es Salaam was one of the first institutions in Tanzania to start using e-mail communication services. This entails that MUHAS is committed to harness and mainstream information and communication technologies (ICT) into all its operational and management functions. MUHAS also strives to ensure that new developments in ICT are embraced and used to facilitated attainment of the University vision, mission and core functions.

The mandate of the Directorate of ICT (DICT) at MUHAS is development, management and maintenance of various ICT infrastructure, systems and services. DICT has four departments namely Servers and Network Administration; Training, Research and Development; Management and Information Systems; and Customer Services. Provision of various support and consultancy services is among the responsibilities of each of these departments.

The University has established and maintained over 80 ICT infrastructure, systems and services through its Directorate of ICT. Some of these services include data centres, local area network (LAN) and wireless LAN (WLAN), telephone network and system, video conferencing systems, Internet and intranet services, email services, web content management systems and websites, management information systems and other application servers. All these systems and infrastructure are managed in a State of the Art server rooms which are fitted with robust and reliable power systems (solar power back up system and inverters) as well as fast internet connectivity through the National ICT Backbone (NICTBB).

All MUHAS major building are connected using high speed fibre optic cables while internal connections are through structure UTP cables with a transmission speed of at least 100Mbps. The wired LAN is complemented by wireless hotspots around MUHAS Muhimbili campus and Chole hostels. Our Internet connection is connected to the high-speed national fibre optic

backbone with the current bandwidth of 80 Mbps. Our telephone system is managed using digital PABX and structured telephone network which supports voice over IP (VOIP) technology. DICT offers technical support to staff and students in the use of the ICT systems and services.

The Directorate of ICT manages a number of electronic management information systems which has been implemented and used at MUHAS such as the Student Academic Records Information System (SARIS 2), integrated financial management system (EPCOR), Human Capital Management System (HCMIS), e-learning management system (Moodle), integrated library information system (KOHA), institutional repository system (DSpace), Open Journal System and Dental Management Information System at MUHAS dental clinic, biometric attendance system and email system. A number of systems are also under development. Majority of the systems are based on free and open source systems thus saving the University from paying a lot of money as license fees for proprietary systems.

In terms of ICT related training, DICT participates in training of health management information system modules for different postgraduate programmes. DICT collaborates with the Directorate of Library Services to offer the Information Technologies (IT 100) course to all first year undergraduate and diploma students. The directorate hosts ICT students on practical training or internships from different Universities and training colleges within the country and from outside Tanzania.

Furthermore, DICT is participating in various research activities and consultancy services whereby members of academic staff have managed to produce consultancy reports, national strategies, publish a number of journal articles in international peer-reviewed journals and presented in both international and local scientific conferences. The Directorate has done consultancy work for various local and international institutions and organization including the Ministry of Health, President's Office Regional Administration and Local Government, MUHAS projects, UNICEF, UNESCO, and PATH. The Directorate also offers consultancy services to individuals and institutions on trainings, data management and hosting. DICT aims to its increase its participation and contributions in research, consultancy and income generation.

In order to improve coordination of consultancy and income generation activities conducted by the Directorate, it is paramount to develop a document that stipulates policy guidance and operational procedures in line with the University efforts to improve income generation activities.

1.2. Rationale

MUHAS needs to meet its objective of improving its services and increasing productivity by leveraging on new technologies. The University has been investing in ICT to facilitate its core functions of teaching, research, consultancy and public services so as to attain its strategic goals, mission and vision. The university operations are increasingly depending on ICT, making the Institution vulnerable to ICT related risks but also increase its investment in ICT in order to increase efficiency and quality of the services offered as well as to generate income from ICT services. In this regard, it is evident that, MUHAS needs to develop and operationalize comprehensive ICT Consultancy Bureau Policy and Operational Guidelines to improve coordination and implementation of ICT related consultancy services, contracted research and other income generation activities.

1.3. Purpose and Context

This document provides the highest level directives and operation procedures on ICT related consultancy services at MUHAS for the main purpose to ensure that DICT Consultancy Bureau is well established, coordinated and contributes to the overall strategic goals of improving financial accountability and sustainability as well as increase collaboration within and beyond the University. It aims to improve ICT related investment, operations and maintenance processes and usage in order to meet the University core functions. The policy document is based on standard policy framework issued by MUHAS and had taken into consideration other existing related University level policies and other National policies for the purpose of ensuring institutional-wise and national policy linkages.

1.4. Scope of the DICT Policy and Procedures

The DICT Consultancy Bureau policy and operational procedures apply to:

- a) All Sections/Unit under the DICT, data centres, computer labs and ICT facilities and equipment, solutions/systems installed at the University
- b) All staff of the Directorate regardless of nature of employment
- c) All students of the Directorate on formal registered training/internships/volunteering
- d) All visiting researchers and scholars at the Directorate staying for more than six months
- e) All infrastructure including physical and intangible assets as well as social amenities belonging to the Directorate

1.5. Relevant Government Policies and Legislations

This policy and procedures is in-line with the following National Frameworks and key policy documents:

- i) The Tanzania's National ICT Policy of 2016, which emphasizes the use of ICT to enhance and improve the quality of delivery of education in all areas.
- ii) The Universities Act (2005) which advocates on the need for the availability of adequate ICT facilities and services in terms of quality and quantity to support the core functions of the University.
- iii) Tanzania Cybercrimes Act, 2015
- iv) Tanzania Development Vision 2025, Tanzania National Health Policy (2007), The National Strategy for Growth and Reduction of Poverty (NSGRP), Five Year Development Plan and the Sustainable Development Goals (SDGs).
- v) MUHAS Institutional Overhead Policy and Procedures for Sponsored Projects 2017.
- vi) MUHAS Resource Mobilization Centre (RMC): Operational Policy and Procedures for Income Generation and Cost Containment.

1.6. Policy Objectives and Outcomes

The main objective of the DICT-CB is to conduct consultancy in order to enhance the quality of our research and training services as well as enhance financial capacity of the Directorate and University. It intends to govern and put in place guidelines and procedures by which the directorate will carry out income generating activities through consultancy, developing software applications and other professional activities for the purpose of funding research and running costs of the Directorate and overhead costs for the University. Also, the DICT intends to make the MUHAS learning environment conducive for exponential results, hence its implication can be seen at national, regional and international levels.

This document provides the highest level ICT directives and operational procedures in order to improve coordination and implementation of ICT related consultancy and income generation activities. The specific objectives of this policy are;

- i) To build the capacity for consultancy activities at DICT that will meet client's needs while contributing to the improvement of the ICT services at MUHAS.
- ii) To update skills among the ICT service providers and information literacy disciplines among researchers and academic staffs at MUHAS.
- iii) To help in the creation, preservation, dissemination and access to scientific knowledge and information.
- iv) To contribute in the improvement on the use of digital technologies in health sector.
- v) To improve the provision of MUHAS internet services and create some opportunities that may help in the income generation for the directorate.
- vi) To establish partnership consultancy between MUHAS and other education institutions locally and international levels.
- vii) To improve contribution of DICT in the University income generation endeavour

It is expected that the following outcomes will be attained upon fully implementation of the policy.

- i) Enhanced capacity for income generation for the University

- ii) Increased capacity for research in digital health and e-learning technologies and their applications at the University and beyond
- iii) Improved capacity of ICT staff in carrying out consultancy and income generation activities

Consultancy activities will bring substantial benefits to DICT members and the university community at large. The following are the benefits that can be obtained directly for the consultancy.

- The created links between the MUHAS and other educational and research institutions will subsequently help the University gain research contracts and place students for project work.
- The income generated will help the staff in the consultancy and motivate more staffs to get involved in the field.
- The consultation activities will improve experience and expertise in the teaching and research field and career development.

2. DEFINITION OF TERMS

- i) **Antivirus** is a “protective software designed to defend your computer against malicious software. Malicious software, or "malware" includes: viruses, Trojans, key loggers, hijackers, dialers, and any other code that vandalizes or steals your computer contents”
- ii) **Bandwidth** is the amount of data that can be transferred over a network in a given time period (usually a second). Bandwidth is usually expressed in bits per second (bps), or as some larger denomination of bits, such as Megabits per second (Mbps), or Gigabits/second (Gbps).
- iii) **Consultancy contracts:** are usually short-term, from a day to a few years, and involve extra work for existing staff members rather than employment of new staff.
- iv) **Consulting or consultant:** 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.

- v) **Contracted Research:** Are the research work assigned to the individual members of the Institute in which, DICT staff can claim such a consultancy within the various research outputs reported annually and has the right to use it for promotion purposes.
- vi) **Distance learning** is defined as “Provision of learning opportunities to learners situated away from a University campus”.
- vii) **E-learning** is use of information and communication technologies to enhance and support teaching and learning. This definition encompasses e-learning which supports teaching and learning through the provision of online resources to support classroom-based learning, distance learning, and distributed learning models.
- viii) **Electronic mail** is a system of world-wide electronic communication in which a computer user can compose a message at one terminal that can be regenerated at the recipient's terminal when the recipient logs in.
- ix) **Firewall** is a set of related programs, located at a network gateway server that protects the resources of a private network from users from other networks. The integrity of this protective barrier depends on the effective deployment, configuration and capabilities of individual firewall programs.
- x) **Free and open source software (F/OSS, FOSS)** is software that is, liberally licensed to grant the right of users to use, study, change, and improve its design through the availability of its source code.
- xi) **Hardware** is a comprehensive term for all of the physical parts of a computer, as distinguished from the data it contains or operates on, and the software that provides instructions for the hardware to accomplish tasks.
- xii) **ICT Assets/Resources** cover all ICT facilities including the University and hospital network, all computers, computing laboratories, all associated networks in classrooms, lecture theatres, and video conferencing rooms across the University. It is also cover internet access both wired and wireless, email, hardware, data storage, computer accounts, software (both proprietary and those developed by the University), audio visual system including telephone services and voicemail.
- xiii) **Information and Communication Technology (ICT)** refers to all those instruments, modes, and means through which information or data is captured, processed, stored and

transmitted or communicated from one person to another or from place to place.

- xiv) **Information management systems** is a computer program (consisting of data storage systems, software and services, providing automated networked storage solutions) that lets one or more computer users create and access data in a database, having extensive transaction processing capabilities.
- xv) **Institutional repository** is an online locus for collecting, preserving, and dissemination in digital form of the intellectual output of an institution, particularly a research institution.
- xvi) **Internet** is a computer network consisting of worldwide interconnected networks of computers that use the standard Internet Protocol (TCP/IP) to facilitate data transmission and exchange,
- xvii) **Intranet** is a private computer network that uses Internet Protocol technologies to securely share any part of an organization's information or operational systems within that organization, often protected from Internet traffic.
- xviii) **Online learning** means that the whole course is conducted online and students can follow their courses from any geographical location.
- xix) **Proprietary software** is a, “computer software licensed under exclusive legal rights of its owner”
- xx) **Software** is a collection of various kinds of programs that are used to operate computers and related devices.

3. POLICY STATEMENTS AND OPERATIONAL PROCEDURES

The DICT Consultancy Bureau (DICT-CB) Policy and Operational Procedures are adhered to govern and put in place procedures by which the directorate will carry out income generating activities through consultancy, and other professional activities. The policy and operational procedures of DICT-CB is set guide to generate income generation activities at DICT without marginalizing or compromising other core functions of the DICT and University. In the light of the DICT-CB objectives, the following six focal areas have been identified for articulation in the context of these areas of concern, policy statements articulated and strategies specified to address the same.

- 3.1. Organization of DICT-CB
- 3.2. Management and Coordination
- 3.3. Consultancy Services
- 3.4. Capacity Building
- 3.5. Strategic Collaboration and Partnership
- 3.6. Monitoring and Evaluation

3.1. Organization of DICT-CB

The DICT-CB should be clearly defined structural and functional linkages to harmonize and synchronize the functions and/or activities of the existing consultancy bureaus across MUHAS. The Consultancy Bureau will coordinate all inter-disciplinary consultancies and records all consultancies and funds accrued from consultancies undertaken at the Directorate. The organization of DICT-CB is aligned to the DICT organogram as indicated in Appendix 1.

3.1.1. Policy statement 1

The DICT-CB matters shall be overseen by the DICT Management Committee and reported to the Senate ICT Committee.

Operational Procedures

- i) The Coordinator of the DICT-CB shall be appointed by the Director of ICT from amongst staff members at DICT with necessary skills and experience.
- ii) The Coordinator shall be responsible for the implementation of DICT-CB policy and will be accountable for the overall efficiency and performance of the Bureau.
- iii) The Coordinator shall be assisted by four heads of sections in line with the functions of training, research, information and knowledge management services, and bindery unit, and DICT-CB administration officer.
- iv) The Coordinator of the DICT-CB shall be a member of the DICT Management Committee
- v) The Committee shall be responsible for overseeing the functions of the Bureau, reviewing and approval of consultancy policies and guidelines.
- vi) The Committee shall approve the annual plan and budget for the DICT-CB.
- vii) The Committee shall approve financial reports of the DICT-CB.
- viii) The Committee shall hold meetings on quarterly basis.

3.1.2. Policy statement 2

The DICT-CB shall be audited centrally at University level in order to bring about financial transparency and accountability as well as easy flow of information from the Bureau to The University Resource Mobilization Centre (RMC) and University as a whole.

Operational Procedures

- i) The Coordinator of the DICT-CB shall report the implementation of consultancy works, financial and income generating activities to DICT Management Committee
- ii) The Director of ICT shall report implementation of the income generation to Senate ICT Committee and the University Planning and Finance Committee (PFC).

3.2. Management and Coordination

DICT Consultancy Bureau refers to the unit that will operate under the wing of DICT. It will coordinate all consultancy activities at the Directorate by providing assistances at all levels of consultancy work.

The bureau will provide standard, compliance review and oversight, advice or risk management and quality assurances review, in relation to all consultancy activities at the Directorate.

3.2.1. Policy statement 3

DICT Consultancy Bureau shall be managed and coordinated in compliance with MUHAS financial regulations and other related guidelines.

Operational procedures

- i) DICT – CB shall use MUHAS bank accounts for its financial activities
- ii) All MUHAS accounting and auditing guidelines shall be followed including auditing by internal and external auditors, etc.
- iii) There will be a dedicated vote code for DICT-CB
- iv) DICT-CB shall maintain a register of consultancies and provide quarterly reports on all consultancy activities to the DICT-Management Committee.
- v) All payment coming from generating income activities/project/services contracted by members of staff shall be registered and processed for approval by the DICT-CB Coordinator.
- vi) Appoint the administrator in consultation with the respective principal investigator/consultant shall prepare financial statement for each completed consultancy within two weeks and submit it to Office of Director of Planning and Investment.
- vii) The Coordinator of the DICT-CB shall submit a quarterly financial report to DICT Management Committee and the same shall be submitted by DICT to DVC-PFA.
- viii) The DICT declares that it accepts no responsibility for a staff member's legal liability, professional indemnity or workers' compensation in relation to any work undertaken as private consultancy.

3.3. Consultancy Services

The consultancy activities for the directorate include the following; training, contracted research, data management, analytics and hosting, hardware and network design, installation and maintenance. The primary responsibility of soliciting for consultancy jobs falls under individuals, Sections and DICT-CB. The DICT-CB shall ensure members performing

consultancy as a team comprising people from another organisation will have to pay 15% of the fees to the DICT-CB.

3.3.1. Computer Professional Training

3.3.1.1. Policy statement 4

The Bureau shall provide short courses with special emphasis on new delivery and learning approaches and outcome-based strategies.

Operational procedures

DICT shall ensure courses are;

- i) Accredited by the Directorate of Continuing Education and Professional Development at MUHAS to ensure the quality of short courses.
- ii) Designed in modular systems and address many aspects of ICT, information literacy, and information and knowledge management services fields.
- iii) Regularly updated in line with international trends and address the needs of trainees and participating institutions.

Target organizations: Computer training services have an excellent profitability level and growth rate. Our competitive edge along with new training techniques puts DICT at the forefront of training services. We are living in an age where computer knowledge is a must and the market for computer training services is booming. Also, to have teaching sessions/training to public schools and government institutions, this include collaborate with secondary teachers to prepare teaching materials for learning purposes.

Time: The duration of the training workshop shall be determined by DICT-CB from time to time.

Cost for consultancy: The cost of the training workshop shall be determined by DICT-CB from time to time.

Training venues: Delivered at MUHAS and onsite and customized to meet the needs of the participants and clients.

Resource persons: All academic and administrative staff at MUHAS and other sources as may be appropriate.

3.3.2. Conduct Research in Digital Health

The DICT-CB will conduct contracted research and consultancy activities in digital health, data management using online tools and data centre, data management consultation within and outside MUHAS, especially in the field of health and allied sciences.

Target organization: Researchers, students, Other Universities/Institutes and data centres in and outside Tanzania.

Time: The duration of the research activity will be determined by DICT-CB

Cost for consultancy: The cost of the research activity will be determined by DICT-CB

Resource persons: Academic and technical staff at DICT or other resource persons within outside the University

3.3.3. Internet Services

The Bureau will provide internet services to different projects in MUHAS.

Target organizations: MUHAS projects, and external clients to make sure our clients use the internet services to fulfil their activities timely.

Cost for consultancy: To be determined based on the requirements of clients

Resource persons: Academic and technical staff at DICT or other resource persons within or outside the University.

3.3.4. Web Designing and hosting

The Bureau will provide web designing and hosting to MUHAS projects and other clients outside MUHAS.

Target organizations: MUHAS projects and other clients outside MUHAS

Cost for consultancy: To be determined based on the assignment and the operating university consultancy rates

Resource persons: All academic and administrative staff at MUHAS and other resource persons as may be appropriate or required.

3.3.5. Data Hosting, Management, and Analytics

The Bureau will provide data hosting facilities, management and analytics to MUHAS projects and other clients within and outside MUHAS.

Target organizations: MUHAS projects and other clients within and outside MUHAS

Cost for consultancy: To be determined based on the assignment and the operating university consultancy rates

Resource persons: All academic and administrative staff at MUHAS and other resource persons as may be appropriate or required.

3.4. Capacity Building

The DICT requires having a number of experienced staffs who will manage the real world problems that need answers. Staffs will get exposed and gain insights that will enrich the researchers and make them relevant to the problem presented before them. There is a need of getting a way of accommodating the junior staff so that they can fit in and gain experience.

The directorate needs to advocate for the good performance of the consultancy services provided. Thus, it is important to come up with strategies that will make the consultancy services be easily accessed.

3.4.1. Policy Statement 5

DICT shall regularly conduct capacity building to its staff on both ICT expertise and entrepreneurship skills.

Operational procedures

The DICT shall:

- i) Develop and implement development programmes that will focus on short- and long-term consultancy needs;
- ii) Ensure availability of necessary consultancy facilities and their optimal utilization.
- iii) Set up a mechanism for motivating staff members to work under the DICT-CB framework;
- iv) Set up sanctions for non-compliance.

3.5. Strategic Collaboration and Partnership

The Directorate has done the efforts to foster collaboration with other institutes and other development partners. There is a need of creating a clear frame work of collaboration between DICT and other partners who can assist in the consultancy.

3.5.1. Policy Statement 6

DICT shall strength collaboration and partnership in provision consultancy services.

Operational procedures

- i) DICT shall collaborate or forge partnership with other units within the University and other institutions and organization in Tanzania and beyond and
- ii) DICT shall strengthen collaboration between DICT and other regional and international coordinating bodies.
- iii) DICT-CB may sub-contract or enter into consortium with other consultants or organizations for enhancing the quality of work.

3.6. Monitoring and Evaluation

Monitoring and evaluation are an essential task that needs to be given a special consideration at our University. Consultancy service is an essential component in management so as to ensure effectiveness, monitoring of the quality assurance at MUHAS. There is a need to have a mechanism that will have a continuous assessment of the consultancy performed at our university.

3.6.1. Policy statement 7

DICT shall institute monitoring, learning and evaluation system for proper implementation of consultancy services.

Operational procedures

- i) DICT shall put in place an effective mechanism for consultancy quality assurance involving monitoring, evaluation and reporting; and

- ii) DICT shall ensure consultancy provision not only satisfies clients and MUHAS stakeholders but also contributes significantly towards the improvement of quality of life among the target communities.
- iii) The DICT Heads of Sections have the primary responsibility of monitoring all consultancies undertaken by staff under their leadership and ensuring that consultancy activities **do not interfere** with the discharge of other primary duties of support, teaching, and research.
- iv) DICT-CB Coordinator is responsible for ensuring all consultancy activities are channelled to the directorate's respective consultants through the DICT-CB.

3.7. Benefaction Plan for Staff, Directorate and the University

The benefaction plan for the above outlines activities shall be guided by the university's operational policy and guidelines for income generation and cost containment. The DICT-CB shall remit consultancy payment to responsible parties for each consultancy carried out.

The distribution plan is summarized in Table 1 below.

Table 1: Distribution of Consultancy Net Revenue/Profits

S/N	Activity (Non- University)	% of net revenue paid to ICT staff	% paid to DICT - CB	% paid to MUHAS
1.	Installation of network and internet connectivity	70	15	15
2.	Web Designing and Development	70	15	15
3.	ICT professional Training	70	15	15
4.	Contracted Research in ICT	70	15	15
5.	Computer repair and maintenance (personal and students devices)	70	15	15
6.	Designing fliers, banners	70	15	15
7.	Software Installation	70	15	15
8.	System Development	70	15	15
9.	Installation antivirus software and viruses scanning/removal	70	15	15
10.	Proprietary software acquisition and deployment	70	15	15
11.	Free and open source system development and deployment	70	15	15
12.	Development of ICT related Strategy/Strategic Plans	70	15	15
13.	Deployment and Maintenance of Institutional Repositories and data management systems	70	15	15
14.	Technical support for hired ICT facilities	70	15	15
15.	Online data collection tools development/customization and deployment	70	15	15

3.8. Quality Assurances of Consultancy Work and Reporting

In order to conform to quality output consultancy work, the coordinator of the DICT-CB shall liaise with the relevant consultants in seeing to it that the output abides to quality requirements. Consultancy reports must be copied to the DICT-CB database for future references and promotion purposes.

4. POLICY STATUS

This is a new policy document.

5. KEY STAKEHOLDERS

5.1. The stakeholders who were consulted during the development of this policy include the following:

- i) Vice Chancellor, Deputy Vice Chancellors
- ii) Deans and Directors
- iii) Senate ICT Committee Members
- iv) DICT Management and staff

5.2. The main stakeholders of this policy are:

- i) All MUHAS staff and students
- ii) Vice Chancellor, Deputy Vice Chancellors
- iii) Deans and Directors
- iv) Heads of Departments and Administrative units
- v) Principal investigators and researchers
- vi) DICT clients
- vii) Corporate and Individuals Clients

6. APPROVAL DETAILS

The policy was approved by the University Council at its **58th** meeting held on **15th December, 2020**.

7. RELATED LEGISLATION

- i) MUHAS University Charter (2007)
- ii) E-Government Law and Regulations
- iii) MUHAS ICT Policy and Guidelines (2017)
- iv) MUHAS ICT Security Policy and Guidelines (2017)

8. RELATED DOCUMENTS

- i) MUHAS University Charter (2007)
- ii) MUHAS Resource Mobilization Centre (RMC): Operational Policy and Procedures for Income Generation and Cost Containment

- iii) MUHAS Institutional Overhead Policy and Procedures for Sponsored Projects 2017.
- iv) MUHAS Quality Assurance Policy and Guidelines

9. EFFECTIVE DATE FOR THE POLICY

The policy will be effective upon such date approved by the University Council or such date stated by the University Council for the policy to become effective.

10. NEXT REVIEW DATE

The MUHAS DICT Consultancy Policy and Operational Procedures will be reviewed after every three years or when deemed necessary to assess the effectiveness of its implementation and determine policy areas that need to be revised. The periodic review will ensure the policy is in line with the University, national and international changes that might have taken place.

11. POLICY OWNER

The University Council shall own the MUHAS DICT Consultancy Policy and Operational Procedures. However, the Deputy Vice Chancellor (PFA) shall be responsible to oversee its implementation.

12. CONTACT PERSON

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Appendix 1: Organization Structure of the DICT

