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AUCA INDUSTRY AND CONSULTANCY POLICY

May 2022

Table of Contents

1. INTRODUCTION.....	3
2. OBJECTIVES OF AUCA INDUSTRY AND CONSULTANCY SERVICES.....	3
3. ORGANIZATIONAL CHART AND MANAGEMENT OF AUCA INDUSTRY AND CONSULTANCY DEPARTMENT	3
3.1 Organizational Chart of AUCA- Industry and Consultancy Department.....	4
3.2. Description of AUCA – Industry and Consultancy organizational structure	Error!
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3.3. Functions of the AUCA INDUSTRY AND CONSULTANCY POLICY and Standing Committee.....	4
3.3.1 Functions of AUCA Industry and Consultancy Department.....	5
3.3.2 Functions of AUCA Production Committee.....	6
4. INDUSTRY AND CONSULTANCY PROCEDURES	6
4.1 Identification of consultancy opportunities.....	6
4.2 Payment procedures.....	7
4.3 Responsibilities of Deans/ Directors / Teachers / Heads/Project Leaders/ Consultant Team members.....	10
4.4 Private consultancies trading.....	10
5. MECHANISMS FOR REVIEWING THE CONSULTANCY POLICY	11
6. OPERATION DATE OF THE POLICY	11

1. INTRODUCTION

University Industry and consultancy Department uses AUCA facilities and staffs' expertise, knowledge and skills to engage in production and consultancy services aiming to bring income to AUCA. In doing so, AUCA is therefore committed to support its staff and faculty to benefits from these income generating activities.

2. OBJECTIVES OF AUCA INDUSTRY AND CONSULTANCY SERVICES

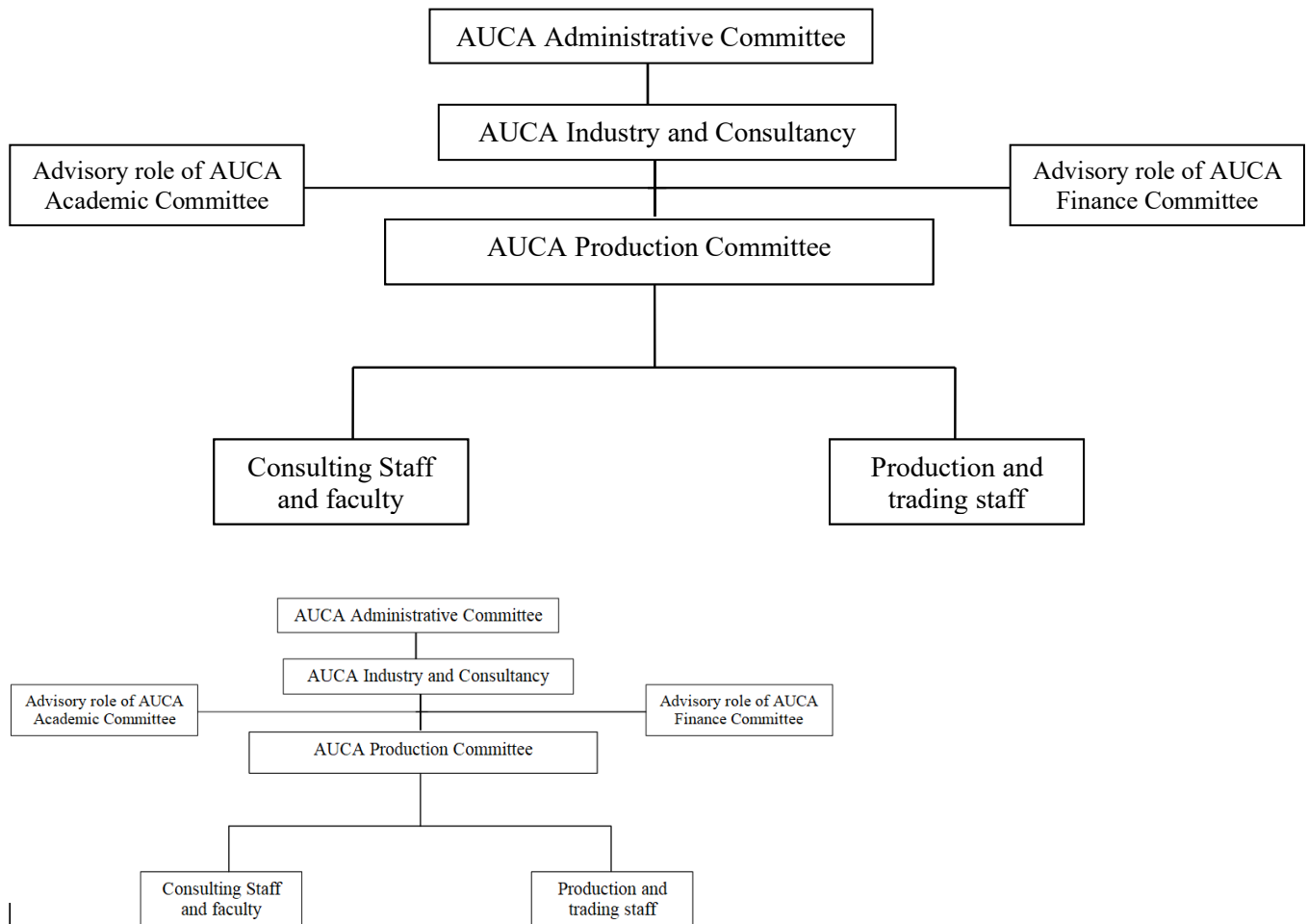
The general objective of AUCA Industry and Consultancy Services (**AUCA-ICS**) is to serve as a channel through which knowledge and expertise can flow to and from external agencies. Therefore, it contributes to the development of productive relationships between AUCA and these external agencies.

The specific objectives of **AUCA-ICS** are:

- To provide to AUCA staff and faculty the opportunity of offering consultancy services to the private and public sectors;
- To provide to AUCA staff and faculty the opportunity of developing new skills and experience through consulting activities;
- To increase the relationship with the community through consultancy and trading activities contracted research, and professional training assignments undertaken by AUCA staff and faculty;
- To create opportunities for generating additional university income and personal income for staff and faculty members;
- To access new industrial and commercial opportunities for AUCA in order to diversify its source of income.

3. ORGANIZATIONAL CHART AND MANAGEMENT OF AUCA INDUSTRY AND CONSULTANCY DEPARTMENT

3.1 Organizational Chart of AUCA- Industry and Consultancy Department



3.2. Description of AUCA – Industry and Consultancy organizational structure

The effective and efficient management of consultancy, contracted research, professional training and trading are under the responsibility of the AUCA Industry and Consultancy Department. It makes use of AUCA Production Committee designed by AUCA Administrative Committee. Its chairperson is the Director of Industry and Consultancy Department.

The Chairperson of the AUCA Production Committee reports to the AUCA administrative committee on consultancy, contracted research, professional training and business trading.

3.3. Functions of the AUCA INDUSTRY AND CONSULTANCY POLICY and Standing Committee

3.3.1 Functions of AUCA Industry and Consultancy Department

The functions of the AUCA Production Committee are summarized into *Major*, *coordinating* and *advisory* functions as shown below:

Major Functions

- Taking care of the overall planning, implementation and controlling of contracted research, consultancy, professional training and business trading services offered by AUCA.
- Mapping out the consultancy, production, trading capacity in various departments/centers/faculties and Schools;
- Identifying potential contracted, renting opportunities, production, research, consultancies, professional training and business trading that could be undertaken at AUCA and to guide faculties, schools, departments and centers in the choice of relevant contracted research, consultancy areas and business to embark on;
- Assisting faculties, schools, centers, and departments to develop entrepreneurial attitudes and hence be more competitive in consultancy and trading acquisitions;
- Facilitating improvements in the overall renting opportunities, production, research, consultancies, professional training and business trading utilization of the AUCA by improving contacts with its clients;
- Developing and reviewing schemes which will motivate the AUCA community to be engaged in consultancy and trading activities;
- Acting as the custodians of consultancy, contracted research and professional training reports sought by/or given to the AUCA or its consultants and to disseminate these reports, where appropriate, for academic and other use;
- Enhancing the professional quality of the AUCA consultants by encouraging them to take part in relevant short courses;
- Other major duties under AUCA Production Committee responsibility include doing accounts, filling in grant and donor forms, making legal declarations, preparing things that have to go through government offices

Coordinating Functions

- Coordinating and facilitating multi-disciplinary consultancy, contracted research, professional training and business trading activities by the staff and faculty members of AUCA;
- Converting the consultancy units established in Faculties, Schools, Centers, and Departments into activity centers within AUCA by offering co-ordination and monitoring back-up services;
- Work closely with deans of Faculties and treasurer of AUCA in promoting consultancy, contracted research, professional training and business trading activities; and
- Coordinating the formation of teams for making promotional tours to relevant industries/institutes and to organize workshops/exhibitions for promoting the AUCA's contracted research, consultancy, professional training and business trading capabilities.

Advisory Functions

- Advising the AUCA community on realistic consultancy and trading fees for various consultancy and trading works undertaken by the AUCA staff and faculty;
- Encouraging consultants to disseminate acquired experiences, knowledge and findings for the benefit of the general public of Rwanda and the benefit of Seventh Day Adventist church members worldwide;
- Recommending to the AUCA administration on how funds generated through consultancy and trading services should be disbursed without ignoring the pivotal role of the individual consultants;
- Advising the AUCA administration on approaches of appraising consultancy and trading work for purposes of academic staff and faculty development; and
- Providing guidance to the clientele for proper implementation of recommendations from consultancy activities executed by the AUCA.

3.3.2 Functions of AUCA Production Committee

- Ensure accountability and transparency in **AUCA Industry and Consultancy services** operations;
- Take decisions on matters relating to appointing AUCA staff and faculty to do University Consultancies, contracted research, professional training and trading works;
- Review consultancy and trading reports to ensure their quality before they are submitted to the client;
- Attend to any other function necessary to ensure that Consultancy, Contracted Research, Professional training and trading are beneficial to AUCA and its stakeholders.
- Serve as a technical committee on matters of Consultancy, contracted research, professional training and trading services.
- Advise the AUCA administration committee on policy matters of Consultancy, contracted research, professional training and trading services.
- Review and recommend amendments to the Consultancy and Trading Policies whenever need arises.
- Recruitment of external experts to support consultancy and or any other income generating assignment.

4. INDUSTRY AND CONSULTANCY PROCEDURES

4.1 Identification of consultancy opportunities

- All consultancy and other income generating activities carried out in AUCA should pass through the AUCA Industry and Consultancy Department.
- Research and consultancy projects acquired through the AUCA Industry and Consultancy will be discussed for analysis of viability and practicability, between the AUCA Industry and Consultancy and the Dean of appropriate faculty (or any other AUCA appropriate administrative

entity) which has the relevant expertise. The other AUCA administrative entity may be Library, Carpentry, Business office, etc. The assessment of industry and consultancy project passes through the following stages:

Stage 1: Staff and faculty of AUCA identify a project through different channels and report to the AUCA Industry and Consultancy Director;

Stage 2: The staff and faculty initiating consultancy or any other income generating activity and the director of AUCA Industry and Consultancy together with the Dean of appropriate faculty or any other AUCA appropriate administrative entity assess the possibility of undertaking this project using AUCA Resources.

Stage 3: The staff and faculty initiating consultancy or any other income generating activity and the director of AUCA Industry and Consultancy together with the Dean of appropriate faculty or any other AUCA appropriate administrative entity will assess the project using the following checklist

- A. Name of client
- B. Type of project
- C. Scope of work
- D. Letter of intent
- E. Location
- F. Site ownership
- G. Cost implications
- H. Human resources implications
- I. probable fees/allowances
- J. Program of work
- K. Manpower available at the AUCA
- L. Manpower from outside the AUCA
- M. Fees and mode of payment (Consultancy); allowances and mode of payment (Research)

4.2 Payment procedures

- The following stages constitute the procedure of effecting payment once the contract has been signed.

Stage 1: The Project Leader prepares a fee note as specified in the signed contract agreement.

Stage 2: The Director of Industry and Consultancy approves the fee

Stage3: The consultancy secretary prepares the invoice for payment of the claim. He/she submits the invoice to the Project Leader who in turn submits it to the client.

Stage 4: Client makes payments to AUCA Bank Account.

Stage 5: The AUCA Business Manager effects payments to all beneficiaries if the payment is to be made through the payroll. Otherwise AUCA will issue a check to the accountant designed of the assignment who in turn is to effect payments to team members.

- From the total budget of a renting, training, production or consultancy service, all the effectively incurred operating expenses during project execution will be subtracted from the operating. Then, the operating income will be split as follows:

Nature of the assignment	AUCA share	Share of people involved	Some clarifications
Renting a lab for exams	80% of the net rent of VAT	10% of net rent to be incorporated on payroll of the month in which the assignment is performed. Approval of allocation is in the power of AUCA- production committee	10% of net rent in miscellaneous (back up internet and generator , lunch, transport, etc.) and will be approved by AUCA- production committee
Renting a venue for paper based exams	80% of the net rent of VAT	10% of net rent (of VAT) to be incorporated on payroll of the month in which the assignment is performed Approval of allocation is in the power of AUCA- production committee	10% of net rent (of VAT) in miscellaneous (lunch, transport, etc.) and will be approved by AUCA- production committee
Training conducted by AUCA staff and faculty at AUCA's premises	25% of the net of WHT and transfers (if any) from operating income	65% net of WHT and transfers (if any) to be given to facilitator. This includes the project's preparations (which should not exceed 20%). Sharing between team leader of the assignment and team members will be approved by AUCA- production committee <i>Note: the tithe is individually returned</i>	10% net of WHT in miscellaneous (lunch, transport, etc.) and will be approved by AUCA- production committee
Consultancy	15% of the net of	60% net of WHT and	25% net of WHT in

	WHT and transfers (if any) from operating income	<p>transfers (if any) to be given to facilitators.</p> <p>This includes the project's preparations (which should not exceed 20%).</p> <p>Sharing between team leader of the assignment and team members will be approved by AUCA-production committee</p> <p>Note: <i>the tithe is individually returned</i></p>	miscellaneous (lunch, transport, etc.) and will be approved by AUCA-production committee
Production	To be targeted at 20% of net of VAT from operating income	<p>60% net of VAT from operating income to be allocated in inputs acquisition.</p> <p>This includes the project's preparations (which should not exceed 20%).</p> <p>Sharing between team leader of the assignment and team members will be approved by AUCA-production committee</p> <p>Note: <i>the tithe is individually returned</i></p>	20% net of WHT in miscellaneous (lunch, transport facilitations of the Directorate of Industry and Consultancy, etc.) and will be approved by AUCA- production committee
Call for external consultancy or providing service	<p>25% net of tax, transport and lunch</p> <p>Note: <i>to be debited to staff's account based on signed contract</i></p>	<p>75% net of tax, transport and lunch</p> <p>Note: <i>the tithe is individually returned</i></p>	transport and lunch will be approved by AUCA-production committee
Call for external visiting in working hours	<p>25% net of tax, transport and lunch</p> <p>Note: <i>to be</i></p>	<p>75% net of tax, transport and lunch</p> <p>Note: <i>the tithe is individually returned</i></p>	transport and lunch will be approved by AUCA-production committee

	<i>deposited by the concerned staff after payment based on signed contract</i>		
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4.3 Responsibilities of Deans/ Directors / Teachers / Heads/Project Leaders/ Consultant Team members

- Deans/ Directors / Teachers and other members of AUCA staff and faculty are to promote AUCA contracted, renting, production, research, consultancy, professional training and business trading capabilities.
- Responsibilities for project leader and other various consultant team members will be specified in a contract agreement between them and AUCA Industry and Consultancy. They should sign an agreement to carry out AUCA consultancy activity before they start working on any consultancy project.
- Consultancy activities may be inappropriate in AUCA if:
 - They may conflict with the individual's presumed full-time obligation to the university;
 - They may conflict with SDA church principles or AUCA's vision and mission.

4.4 Private consultancies trading

- Private consultancy is undertaken by a member of staff and faculty who operates in a personal and private capacity in return for a fee or other benefit. It is an activity based on their reputation, knowledge or expertise as a member of the staff and faculty of the University that does not use the name of the University nor impinges on its reputation in any way. If the activity utilizes any of the following University and/or its subsidiary companies' resources it is not private consultancy:
 - Additional Staff and faculty derived from the AUCA's employees
 - AUCA's space and/or facilities, including office, lab, meeting rooms, lecture theatres, conference facilities
 - AUCA's resources or infrastructure including IT infrastructure (email address/internet access)
 - Job Title; where its use might be misconstrued by a Client
 - AUCA's crest/logo/ name or address
- Outside consultancy/ professional activities are entirely a private matter involving no University resources, and only a limited amount of time. However, the AUCA staff and faculty

member who is carrying out a private consultancy must ensure that the AUCA reputation is protected.

- No use whatever of University facilities and equipment is permitted for any private consultancy activity carried out by AUCA staff and faculty member or AUCA students.
- The AUCA staff and faculty wishing to undertake private consultancy, contracted research, and professional training through the AUCA mechanism should complete the costing form which is obtainable from the AUCA Industry and Consultancy.
- Fully costed and authorized University consultancy and external scholarly activity will be covered under the University's insurance policy. However the University is not liable for insurance cover for staff and faculty undertaking to consult privately or during annual leave. Although authorization must be obtained for private consultancy, this authorization relates only to leave of absence.

5. MECHANISMS FOR REVIEWING THE CONSULTANCY POLICY

The AUCA Industry and consultancy policy shall be reviewed and updated every year or any other time deemed necessary by the AUCA administration. Any missing guidelines which may be found necessary for effective application of this policy, and/or provision of effective consultancy, contracted research, and professional training services at AUCA will be given from time to time by the AUCA Industry and consultancy standing committee.

6. OPERATION DATE OF THE POLICY

The AUCA Industry and Consultancy policy becomes operational with effect from the date it is approved and adopted by AUCA Administrative committee.