



TRAINING AND CONSULTANCY POLICY AND PROCEDURE MANUAL



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Addis Ababa University

Training and Consultancy Policy and Procedure Manual

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Introduction

Training and consultancy services are an important element of the University's knowledge exchange activities and are actively encouraged by the University. Training and consultancy services have many benefits for both the academic staff and the University including income generation, opportunities for external collaboration, personal and professional development, enhanced reputation of the University, and contribution to the University's knowledge transfer endeavors and community service programs.

As training and consultancy services carry with them an element of risk to the academic units, academic staff, the University and its reputation, the University is keen to encourage and support its staff to engage in training and consultancy in a regulated manner.

Therefore, this Training and Consultancy Policy and Procedure manual of Addis Ababa University details the procedures and conditions under which training and consultancy services can be carried out by the academic units and academic staff of the University.

Part I: General Provision

1. Short Title

This manual may be cited as Training and Consultancy Policy and Procedure manual of Addis Ababa University

2. Gender Reference

Unless the context provides otherwise, in this manual, provisions stated in the masculine gender shall be deemed to include the feminine gender.

3. Definitions

In this policy and procedure manual, unless the context requires otherwise:

- 3.1. AAU or University shall mean Addis Ababa University.
- 3.2. Academic staff shall mean members of the academic units within the University employed in the capacity of teaching and/or research, and any other professional of the University who shall be recognized as academic by the relevant legislation of the University.
- 3.3. Academic unit shall mean a college, an institute, a department, a school, or a center established as a constituent unit of the University.
- 3.4. Community shall include governmental and non-governmental organizations, private entities, business enterprises, development partners, civic societies, individuals, and other groups of the society.

- 3.5. Consultancy shall mean any form of professional or technical service rendered through the appropriate academic unit or academic staff to any organization, individual, or group
- 3.6. Department Assembly shall mean an assembly of all academic staff of the department as stipulated in the University's Senate legislation
- 3.7. Training shall mean any form of professional or technical short-term training rendered through the appropriate academic unit or academic staff to any organization, individual, or group.
- 3.8. Manual shall mean this training and consultancy policy and procedure manual.
- 3.9. Student shall mean any person who is admitted and registered at the University in regular/evening/summer/ distance or any other program with the view to pursuing his undergraduate or graduate degrees or improving his language skills or advancing his specialized studies.

4. Purpose of the Manual

The purpose of this manual is to ensure that AAU extends quality and efficient training and consultancy services to various governmental organizations, the private sector, non-governmental organizations, and individuals based on knowledge and innovation gained in academic teaching, research, and provision of services for the mutual benefit of the client, the faculty and the University.

5. Scope of the Policy

- 5.1. The provisions of this policy and procedure apply to training and consultancy services provided by academic staff, academic related staff, research staff and academic support staff of the University
- 5.2. The manual shall not apply to external scholarly work that closely links to the academic role. Examples include, but are not limited to, participation in external assessment procedures, work on editorial boards, reviewing scholarly outputs, external examination for another learning institution and legal expert witness.

6. Policy Statement

- 6.1. The University encourages academic staff to engage in the provision of short-term training and consultancy services as such activities can enhance the standing and reputation of the University and enables it to respond to the needs of the country and the global community

- 6.2. The University recognizes that appropriate training and consulting activities by the University are instrumental to economic, social, cultural, environmental and technological changes and developments of the country
- 6.3. The University recognizes that appropriate training and consulting activities are mutually beneficial to the University, academic staff, and the external community.
- 6.4. The University acknowledges the contribution of knowledge exchange through training and consultancy in the support of staff development.
- 6.5. The University acknowledges that training and consultancy services play significant roles in enhancing the quality and relevance of teaching, research and service delivered by the University, and in generating income to the faculty members involved and the University.

7. Principles

- 7.1. *Alignment*: The rendering of training and consultancy services shall be in line with the mission of the University and legal and ethical standards.
- 7.2. *Quality*: The rendering of training and consultancy services shall not compromise the quality, extent, and availability of activities for the implementation of which the University is established.
- 7.3. *Mutual Benefit*: The rendering of training and consultancy services shall be deployed to forge relations with the community for mutual benefits
- 7.4. *Transparency*: The rendering of training and consultancy services shall be on the basis of principled and transparent negotiations and agreements.
- 7.5. *Teaching-Learning*: The results of the training and consultancy services shall be used to enrich teaching-learning and research activities of the University.
- 7.6. *Relevance*: Training and consultancy service shall respond creatively and proactively to the critical problems of the client organizations and communities.
- 7.7. *Inclusiveness*: Training and consultancy service engagement shall actively promote the participation of the faculty on grounds of qualification, competence and experience

8. Training and Consultancy Services Information System

- 8.1. The training and consultancy services of the University shall be supported by automated information system

8.2. The Office of the Industry Linkage and Technology Transfer shall ensure that training and consultancy activities of the University are properly captured and retrieved using digital platforms

9. Responsible Body

- 9.1. The Office of the Industry Linkage and Technology Transfer shall be responsible body for the effective implementation and timely revision of this manual.
- 9.2. An academic unit may develop its own detailed training and consultancy services policy and procedure manual without violation of the provisions of this manual
- 9.3. A manual developed by a department in line with sub-article 9.2 shall not be effective unless approved by its General Assembly.
- 9.4. Where there is a conflict between the provisions of this manual and the one developed as per sub-article 9.2, the provisions of this manual shall prevail.

10. Amendment

- 10.1. This Training and Consultancy Policy and Procedure manual shall be revised whenever the need arises.
- 10.2. The Office of the Industry Linkage and Technology Transfer shall be responsible for revising the manual
- 10.3. The revised manual shall be put into force up on approval by top management of the University.

Part II: Organization and Structure

11. Organization of Training and Consultancy Services

11.1. General

- 11.1.1. The Office of the University-Industry Linkage and Technology Transfer (OUILTT) shall coordinate training and consultancy activities of the University
- 11.1.2. Each college, institute, school, and center shall assign individuals to coordinate training and consultancy services of its constituency
- 11.1.3. Each Department shall have a training and consultancy committee (DTCC) to coordinate training and consultancy services of the Department

11.2. Responsibility of OUILTT

The Office of the University-Industry Linkage and Technology Transfer shall, with regard to training and consultancy, have the following duties and responsibilities:

- 11.2.1. Coordinate, facilitate and guide consultancy services to be provided by the academic staff of the various academic units of the University;
- 11.2.2. Deliver multidisciplinary training and consultancy services to various stakeholders in the areas of their needs and requests;
- 11.2.3. Proactively promote training and consultancy services on various professional and technical areas, and provide the services competitively with best quality;
- 11.2.4. Facilitate that the participating academic units and involved external partners benefit from financial rewards, recognition, experience sharing and feedback and lessons;
- 11.2.5. Ensure that the University benefit financially from the training and consultancy services provided to the various organizations and communities;
- 11.2.6. Guide and support academic units in their efforts to facilitate the solicitation and delivery of training and consultancy services in the areas of excellence of the department;
- 11.2.7. Receive complaints regarding training and consultancy services and take the necessary
- 11.2.8. measures in accordance with the rules and regulations of the University;
- 11.2.9. Establishes funds to be used for bid bond and bid document purchases
- 11.2.10. Gather, organize, and maintain records of training and consultancy services rendered in the University; and
- 11.2.11. Make regular follow-up and monitoring of training and consultancy activities and require academic units to submit annual reports to it.

11.3. Responsibility of Departments

Departments shall, with regard to training and consultancy, have the following duties and responsibilities:

- 11.3.1. oversee and coordinate training and consultancy activities of the department within its respective domains
- 11.3.2. works closely with OUILTT in the provision of training and consultancy services
- 11.3.3. provides the OUILTT with the appropriate reports as per the training and consultancy agreement document;
- 11.3.4. reject request by an academic staff to engage in University training and consultancies where it would adversely affect the interests of the University;

- 11.3.5. ensure equality of opportunity among members of the academic staff in considering approval of requests for undertaking University training and consultancy;
- 11.3.6. keep record of training and consultancy services rendered within its domains;
- 11.3.7. prepare training and consultancy proposals and technical documents;
- 11.3.8. negotiate terms of training and consultancy contracts in accordance with the regulations of the University;
- 11.3.9. verify terms of consultancy service/contracts, sign contracts and deposit the same with the OUILTT;
- 11.3.10. make regular follow-up on training and consultancy works and submit reports to the OUILTT;
- 11.3.11. ensure performance and authorize payments as per the terms and conditions of the contract;
- 11.3.12. make purchase of goods required for training and consultancy services in accordance with the rules and regulations of the University;
- 11.3.13. works with other academic units in the provision of multidisciplinary training and consultancy services
- 11.3.14. develop plans and solicit markets for training and consultancy services; and
- 11.3.15. make other decisions related to training and consultancy services.

11.4. Departmental Training and Consultancy Committee

- 11.4.1. Each Department shall have a training and consultancy committee (DTCC) to coordinate training and consultancy services of the Department
- 11.4.2. The Departmental Training and Consultancy Committee shall have three members who are full time academic staff of the Department and includes the chairperson
- 11.4.3. The two committee members shall be elected by the General Assembly of the Department and is chaired by the chairperson of the Department
- 11.4.4. The term of the two Departmental Training and Consultancy Committee members shall be one year and an existing member can be re-elected
- 11.4.5. The Committee shall present its activities report to the Department's General Assembly quarterly.
- 11.4.6. Where the training and consultancy activities of the Department is unmanageable by the Committee, the Committee may, in consultation with OUILL, hire a coordinator who coordinates the training and consultancy activities of the Department;
- 11.4.7. The Departmental Training and Consultancy Committee shall have the following duties and responsibilities:
 - a) Initiates training and consultancy services to be delivered by the Department;

- b) Gathers and disseminates to the academic staff invitations and advertisements from the market related to training and consultancy and solicits response from the academic staff;
- c) Mobilizes the academic staff, students, alumni, and other stakeholders in the training and consultancy services of the Department.
- d) Serves as a liaison between the Department and the external stakeholders in relation to the Department's training and consultancy services;
- e) Regularly selects academic staff of the Department who is (are) involved in the training and consultancy services of the Department on the basis which ensure equity and fairness in distribution of the benefits accrued from such services without compromising on quality of services;
- f) Ensures the development of high-quality training materials for each training rendered by the Department and their proper delivery;
- g) Initiates and follow up the periodic review of training materials;
- h) Ensures the development of high-quality consultancy proposals and other documents prepared in the name of the Department in connection with its training and consultancy services.
- i) Ensures the proper delivery of training and consultancy services of the Department;
- j) Follows up the progress of training and consultancy services of the Department undertaken by the academic staff;
- k) Promotes and publicize the Department's training and consultancy services by producing and distributing brochures, leaflets, and using other advertisement channels like radios, TVs, websites, etc...
- l) Prepares quarterly reports regarding training and consultancy services offered by the Department including the academic staff and others involved and the income each of them earned from such services and presents the reports at the General Assembly of the departmental meeting;
- m) Develops internal procedures in compliance with this manual for effective and efficient delivery of training and consultancy services of the Department;
- n) Considers the appeals lodged to it by any academic staff or client and pass decisions which may include referring the case to the Department's Compliant Handling Committee;
- o) Conducts training and consultancy evaluation and communicates the results to the General Assembly and OUILTT;

- p) Take disciplinary action on ill or inadequate performance by the academic staff in the delivery of training and consultancy services;
- q) Identifies and selects potential partners for training and consultancy services which require collaboration with other experts and entities within or outside the University
- r) Ensure that training, consultancy and any other working materials produced in the training and consultancy services delivery process are properly filed, updated and departmental ownership of this materials is respected;

11.5. Departmental Compliant Handling Committee

- 11.5.1. Each Department shall have Compliant Handling Committee (DCHC)
- 11.5.2. The Departmental Compliant Handling Committee shall have three members who are full time academic staff of the Department
- 11.5.3. Members of Training and Consultancy Committee shall not be member of Compliant Handling Committee
- 11.5.4. The Compliant Handling Committee members shall be elected by the General Assembly
- 11.5.5. The term of the Compliant Handling Committee shall be one year and an existing member can be re-elected
- 11.5.6. The Committee shall present its activities report to the Department's General Assembly quarterly.
- 11.5.7. The Committee shall have the following duties and responsibilities:
 - a) Accepts and investigates complaints lodged to it by the academic staff in relation to the training and consultancy services of the Department including complaints on selection and evaluation of trainers, consultants, and the like;
 - b) Makes decision within two weeks after accepting the complaints and communicate the same to the complainant and Training and Consultancy Committee;

11.6. Responsibilities of Chairperson of the Department

The Chairperson of the Department shall, with regard to training and consultancy, have the following duties and responsibilities:

- 11.6.1. Supervises the training and consultancy services of the Department;
- 11.6.2. Maintains a hard and soft copy of training and consultancy services materials developed and used by the Department;
- 11.6.3. Makes training and consultancy services materials readily available whenever needed for training and consultancy services delivery;

- 11.6.4. Ensures the financial activities related to the Department's training and consultancy services are handled by the pertinent Finance Office in efficient and effective manner;
- 11.6.5. Signs on contracts, agreements, and memorandum of understanding related to training and consultancy services on behalf of the Department;
- 11.6.6. When presented to it by the Training and Consultancy Committee, authorizes payments to those who involve in the training and consultancy services of the Department according to the contracts;
- 11.6.7. Maintains a detailed summary records of the training and consultancy services offered by the Department and partnerships forged including the name and number of participants, the total earnings of each trainer or consultant and other pertinent information regarding each training and consultancy service; and
- 11.6.8. Issues certificate of participation to the trainees

11.7. Responsibilities of Support Office of the College/School/Center

- 11.7.1. Arranges the training venues ahead of time;
- 11.7.2. Ensures the proper arrangement of seats and cleanliness of the training room
- 11.7.3. Ensures the availability of the training aids in the training room as required for the training;
- 11.7.4. Opens and closes the training room as required;
- 11.7.5. Informs the Chairperson of the Department immediately whenever the training cannot continue for any reason and seek for solution;
- 11.7.6. Serves as a liaison between the Trainer or the trainee and the Chairperson of the Department;
- 11.7.7. Undertakes other activities as asked by the Chairperson of the Department;

11.8. Responsibilities of academic staff of the Department

- 11.8.1. Prepare training and consultancy materials and other documents as requested by the Department and meeting the necessary standards and quality
- 11.8.2. Properly deliver training courses and consultancy assignments assigned by the Department;
- 11.8.3. Fully comply with requirements and obligations stated in the training and consultancy service contracts to which he/she is a party;
- 11.8.4. Timely discharge assignments given by the Department;
- 11.8.5. Prepare and submit reports requested by the Department related to training and consultancy services involved;

- 11.8.6. Dress formal cloth during the delivery of trainings and during meetings with clients related to consultancy service discussions;
- 11.8.7. Refrain from hijacking training and consultancy initiated by the Department for personal advantage;
- 11.8.8. Actively participate in the training and consultancy service programs of the Department

12. Multidisciplinary Training and Consultancy Service

- 12.1. Training and consultancy services may be given jointly by two or more departments.
- 12.2. Where the training is multidisciplinary, the departments involved shall form ad hoc committee drawn from each department.
- 12.3. The ad hoc committee shall allocate responsibilities together.
- 12.4. The ad hoc committee shall coordinate the training and consultancy services in collaboration with each Department's Departmental Training and Consultancy Committee.
- 12.5. Where the partner is from outside the University, the provisions of article 13 shall apply

13. Partnering and Sub-Contracting Training and Consultancy Services

- 13.1. Where the academic unit cannot implement all the components of the training and consultancy service agreements, it may involve individuals or organizations outside the University
- 13.2. The partner mentioned in sub-article 13.1 shall be selected in consultation with OUILTT on such terms and conditions as may be agreed upon.

14. Property Ownership

Unless otherwise expressly specified in individual training and consultancy service agreements, all materials, equipment, supplies and vehicles purchased from sources originating in training and consultancy agreements shall be utilized exclusively for the execution of the agreement and shall thereafter remain University property.

15. Publication and Intellectual Property Rights

- 15.1. The respective rights on the direct and indirect intellectual products obtained as a result of the training and consultancy service rendered shall be regulated by the terms of the contract.
- 15.2. The trainer and/or consultant may seek the permission of the owner of the property to publish the consultancy results and to use the scientific data obtained. However, in any published material the names of both the consultant and the academic unit shall appear with the proper acknowledgement to the proprietor.
- 15.3. All intellectual rights shall belong to the proprietor unless specified otherwise in the agreement between the two contracting parties in accordance with the country's laws on intellectual property right.

16. Authorization and Approval of Engagement

- 16.1 Any agreement related to training and consultancy services of a Department shall be approved by the Department chairperson
- 16.2 Any multidisciplinary training and consultancy service agreements shall be signed by the chairpersons of all Departments involved

17. Compliant and Appeal Process

- 17.1. If a faculty member believes that he/she is unfairly prevented from undertaking training and consultancy activities by Departmental Training and Consultancy Committee, he/she may appeal to the Departmental Compliant Handling Committee.
- 17.2. The decision of the Departmental Compliant Handling Committee overrides the decision made by the Departmental Training and Consultancy Committee.
- 17.3. The complainant or the Departmental Training and Consultancy Committee, as the case may be, can appeal to the General Assembly of the Department objecting the decision of the Complaint Handling Committee.
- 17.4. The decision made by the General Assembly by simple majority shall become the final decision of the Department and no party shall appeal to any organ of the College or University;

Part III: Training and Consultancy Procedures

18. Training Procedure

18.1. General Provisions

- 18.1.1. A training service provision may be initiated by an academic unit or as a response to requests made by clients.
- 18.1.2. Any training offer by a Department shall be approved by the Departmental Training and Consultancy Committee.
- 18.1.3. The database of approved trainings offered by Departments shall be maintained by the OUILTT.
- 18.1.4. Training catalogue of the University shall be readily available to all stakeholders.

18.2. Promotion of Training Services

- 18.2.1. Each Department shall have a training catalogue which is available to the general public
- 18.2.2. The training catalogue shall contain detailed information about the nature of the training
- 18.2.3. An academic unit and OUILTT shall periodically advertise to the public the short training courses it offers.
- 18.2.4. The advertisement shall be using newspapers, radios, televisions, brochures, leaflets, and through web-sites and social media platforms.
- 18.2.5. The advertisement shall contain the list of courses, deadline of registration, the duration of the training, fees, and other pertinent information.
- 18.2.6. Each academic unit shall cover the cost of printing its training catalogue

18.3. Content of Short-Term Training Catalogue

- 18.3.1. Each department shall maintain a catalogue of approved short trainings it offers including the training program.
- 18.3.2. For each approved short trainings, there shall be training module and similar training materials prepared by the department.
- 18.3.3. The short term training program shall contain clear descriptions and outline of the training; clear statement of learning outcomes for the courses; clear statement of requirements for admission to the training; the level of the training, number of trainees per session; description of mode of delivery and training aids used; total training hours; and the training fee payable.

18.4. Venue and Duration of Training

- 18.4.1. Training may be offered in any of the University campuses, particularly in the premises of AAU Training and Consultancy center to be allocated by the University or in any venue of the client's choice.
- 18.4.2. The training would be given during day time or in the evening.
- 18.4.3. Training shall not be given on Sunday and public days.
- 18.4.4. At the beginning of each academic year, each academic unit shall announce its training program and date of delivery to the public.
- 18.4.5. The OUILTT shall announce the training catalogue of the University to the public through its website and other print and digital platforms

18.5. Training Fees

- 18.5.1. The training fee for each course shall be set by the academic unit before advertisement.
- 18.5.2. The fee schedule shall show payments for trainer, training material or module, facility, meal, accommodation, badge, etc.
- 18.5.3. The hourly fee payable to the trainer per training shall be set by the academic unit which provides the training.
- 18.5.4. The academic unit shall set the amount payable for training module preparation and editorial service.
- 18.5.5. Costs of training hall, meals, accommodation, refreshment and other associated services will be charged at the market price, if the client requests for the service.
- 18.5.6. Training fees from individual trainees shall be collected upon registration while for organization-sponsored training the fee shall be paid upon the signing of the agreement.

18.6. Training Income Taxes

- 18.6.1. The training income earned by the trainer shall be subject to tax according to the country's tax laws.
- 18.6.2. The finance division of the University shall withhold income tax payable on income earned by the trainer and remit to the concerned tax authority on time.

18.7. Distribution of Income from Training Services

- 18.7.1. The net income obtained from training service shall be distributed as follows
 - a) 15% to the University
 - b) 10% to the Department
 - c) 75% to the trainer

- 18.7.2. The net income shall be determined by deducting the direct cost of the training from the gross receipt
- 18.7.3. The direct costs shall include all costs incurred in conducting the training excluding the fee to the trainer and overhead payments to the University and the Department
- 18.7.4. The training income payable to the University and the department shall be transferred to the appropriate bank account of the University and the department within a week after the collection of the training income.

18.8. *Issuance of Certificate*

- 18.8.1. Certificate of attendance shall be awarded to a trainee upon completion of the training.
- 18.8.2. The trainee should attend at least 90 percent of the training hours to be eligible for award of certificate.
- 18.8.3. Certificates shall be issued by the Department that offers the training bearing the signature of the Head of the Department involved in the training.
- 18.8.4. Where the training is offered jointly by two or more departments, the head of the Department that takes the largest proportion training hours shall sign on the certificate.
- 18.8.5. The certificate shall be awarded on the last day of the training.
- 18.8.6. The Department that offers the training shall keep the profile of the trainees.

18.9. *Quality Assurance*

- 18.9.1. Training offered by the University should achieve the objectives outlined in the training module.
- 18.9.2. Trainees shall be asked to evaluate the content of the training topics, the competence of the trainer and availability of all training aid materials.
- 18.9.3. Trainer shall be asked to evaluate the training and the quality of the training materials.
- 18.9.4. Based on the feedback obtained from the trainees and the trainer, the department that offers the training shall regularly review the training materials/manual.
- 18.9.5. The minimum evaluation score for a given training shall be 75%.
- 18.9.6. Where a training program fails to score the minimum result, the department shall vigorously review the training content and mode of delivery before it is offered again.
- 18.9.7. The trainer should score at least 90% to give training on the same course in the next 12 months. A trainer who scored less than 90% shall be allowed to give training on other areas after discussing with the department concerned.
- 18.9.8. The Department shall maintain a record of the evaluation score of each trainer.

18.10. Credit-Bearing Courses as Training Course

18.10.1. Courses offered by the University under its graduate and undergraduate degree programs shall be taken as a training course for clients.

18.10.2. The Department shall:

- a) Collect the list of courses offered in each semester by each department in both regular and evening programs along with class schedule.
- b) Advertise the courses on offer in each semester in both regular and evening programs.
- c) Collect the total fee for the training course at the time of registration.
- d) Assign trainees to each class according to the class schedule of their choice.
- e) Follow up the proper conduct of the class by the course instructor.

18.10.3. Course instructor shall collect attendance of each trainee.

18.10.4. The trainee shall attend at least 90 percent of classes to get certificate of attendance.

18.11. Non-Compliance

18.11.1. Failure to deliver the training service by the trainer according to the contract agreement shall be dealt with as per the terms stated in the same agreement and the University regulation.

18.11.2. Any unforeseen damages and extra costs incurred upon the University as a result of breaching contract agreements by the client shall be compensated by the client on the basis of negotiation between AAU and the client. If negotiation fails, legal procedures will be followed by the University

Part IV: Consultancy Procedures

19. Types of Consultancies

19.1. The University shall recognize two types of consultancies: University Consultancy and Private Consultancy.

19.2. University Consultancy is where a faculty member engages with a client as an employee of the University, thereby benefiting from full support of the University.

19.3. Private Consultancy is where a faculty member operates in a personal and private capacity in his/her own time independent of the University, and in this capacity the faculty member cannot benefit from supports of the University.

20. Private Consultancy

20.1. Private consultancy is a direct arrangement between the individual acting in a personal capacity and a third party.

20.2. In undertaking, private consultancy, the academic staff shall:

- a) ensure that there is no conflict with the interests of the University;
- b) make clear to a client that he is not acting on behalf of the University;
- c) not use the University's name, logo, and intellectual property;
- d) be responsible to account for any income tax due to the appropriate tax office.

20.3. In respect of private consultancy, the University shall have:

- a) the right to ensure that such private consultancies are carried out without detriment to the academic staff's capacity to discharge his core duties; and
- b) no legal or contractual responsibility for any irregularities that may arise thereof; and

20.4. An academic staff who has a private consultancy may seek the University to administer financial matters related to the private consultancy

20.5. Where an academic staff seeks the University to administer financial matters as stated in sub-article 20.4, the University shall charge administration fee which is determined as per the prevailing policy of the University.

21. University Consultancy

21.1. General

21.1.1. University Consultancy shall be within the area of expertise of the faculty members and departments.

21.1.2. A faculty member who undertakes a University consultancy shall be selected by the department.

21.1.3. Approval of a consultant by the concerned department shall mean that there is no conflict between the training/consultancy work of the member and the existing duties and responsibilities of the department, ensuring provision of the necessary supports and services by the department during the progress of the consultancy activity.

21.2. Proposal Preparation and Submission

- 21.2.1. Each department shall regularly collect tender notices related to consultancy assignments and communicate the same to the staff members
- 21.2.2. Each department shall have its own internal procedure how proposal preparation and submission responsibilities are handled
- 21.2.3. The internal procedures mentioned under sub-article 21.2.2. shall be approved by the General Assembly of the Department
- 21.2.4. The department shall have a fund to cover the financial expenditure required to acquire bid documents including bid bond
- 21.2.5. The pertinent finance office shall have an efficient process to facilitate payments for the purchase of bid documents including bid bond
- 21.2.6. The department shall ensure equality of opportunity among all faculty members for the consultancy assignments.
- 21.2.7. The department shall keep the soft and hard copies of both technical and financial proposals submitted by the Department.
- 21.2.8. The financial proposal shall take into account the scope of the work, the professional fee, travel costs, other direct costs of the assignment, overhead, and related costs of the assignment.

21.3. Consulting Team

- 21.3.1. A person assigned to engage in consultancy activity shall enter into agreement with the Department
- 21.3.2. When the consultancy assignment involves more than one person, the team shall have a leader
- 21.3.3. The leader shall be responsible in coordinating the work of the team

21.4. Progress Report

- 21.4.1. The team leader of a consultancy assignment shall submit to the Departmental Training and Consultancy Committee the progress reports as per the consultancy agreement document.

21.4.2. The Departmental Training and Consultancy Committee shall communicate with the client to make sure that the client is satisfied with the ongoing consultancy work by the team

21.5. Distribution of Income from Consultancy Services

21.5.1. The net income obtained from consultancy service shall be distributed as follows

- a) 15% to the University
- b) 10% to the Department
- c) 75% to the consultant

21.5.2. The net income shall be determined by deducting the direct cost of the consultancy work from the gross receipt

21.5.3. The direct costs shall include all costs incurred in conducting the consultancy excluding the fee to the consultant and overhead payments to the University and the Department

21.5.4. The consultancy income payable to the University and the department shall be transferred to the appropriate bank account of the University and the department within a week after the collection of the training income.

21.6. Disbursement

21.6.1. The pertinent Finance Office shall invoice the client on behalf of the consultant (s) in accordance to the consultancy agreement.

21.6.2. The consultants shall be paid in accordance to the consultancy agreement between the Department and the Consultant

21.6.3. The consultant shall submit its finance requirements time schedule to the finance office at the start of the consultancy work. Such plan shall be in line with the consultancy agreement

21.6.4. The finance office shall ensure that payments are effected as per the finance requirements time schedule of the consultant

21.6.5. The consultant shall have documentary evidence as per the requirements of the finance office for the utilization of direct consulting costs

21.6.6. The finance office shall supply the its documentary requirements to the consultant in advance

21.7. Non-compliance

- 21.7.1. Failure to comply with the terms of the contract agreement by the consultants shall be considered as a breach of policy which may result in disciplinary action as per the legislation of the University and the contract agreement of the consultancy activities.
- 21.7.2. The University shall pursue recovery of all costs and damages to which it has been exposed as a result of break of the contract as per the terms of agreement.
- 21.7.3. Where a team member fails to comply with the consultancy agreement, in addition to 20.7.1 and 20.7.3 above, the Departmental Training and Consultancy Committee may assign to the team a new expert.
- 21.7.4. Where the team fails to comply with the consultancy agreement, in addition to 20.7.1 and 20.7.3 above, the Departmental Training and Consultancy Committee shall form a new team in consultation with the client.

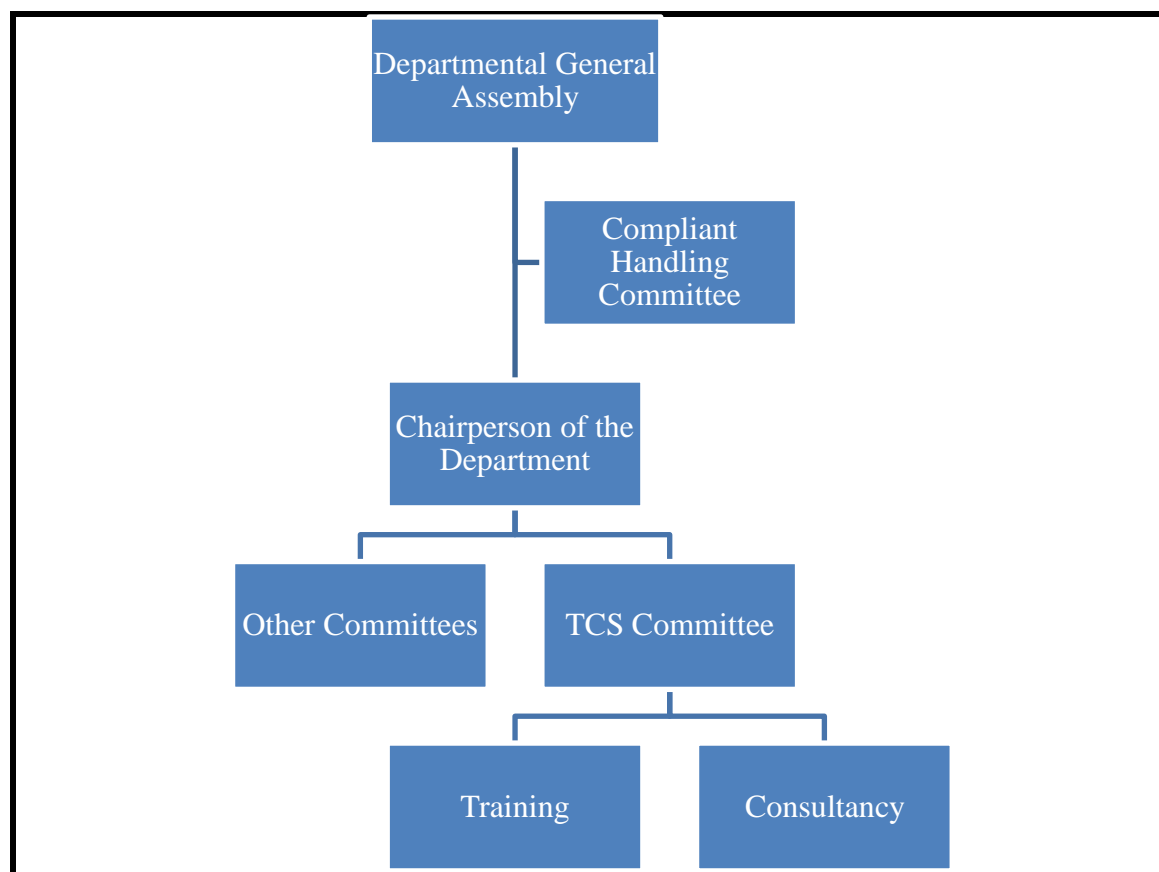
21.8. Time Spent on University Consultancy

- 21.8.1. During an academic year, faculty member is permitted to undertake a maximum of 30 days University Consultancy which requires time away from regular duties.
- 21.8.2. Where a faculty member needs more than 30 days to undertake University Consultancy during any academic year, he/she should obtain permission from his/her department, which will seek assurance that the regular duties of the department are not compromised.

Annexes

Annex 1: List of Training Courses

Annex 2: Organizational Structure of Department Level Training and Consultancy Services



Annex 3: Trainer's Earning Record

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
COMMUNITY SERVICES PROGRAM
TRAINER'S EARNING RECORD**

No.	Name of Trainers	Title of Training	Total Training Hours	Start Date	Completion Date	Number of Trainees	Training Venue	Training Fee Earned by the Trainer before tax	Remarks
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									

20									
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Annex 4: Consultancy Record

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
COMMUNITY SERVICES PROGRAM
CONSULTANCY RECORD**

No.	Title of Consultancy Assignment	Name of Client	Total Consultancy Hours	Start Date	Completion Date	Name of Consultant	Total Consultancy Fee	Income Earned by Consultants	Remarks
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									

Annex 5: Course Evaluation Summary

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
COMMUNITY SERVICES PROGRAM
COURSE EVALUATION SUMMARY**

[illegible]

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Annex 6: Summary of Training Evaluation Form A

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
COMMUNITY SERVICES PROGRAM
SUMMARY OF TRAINING EVALUATION FORM A**

Title of Training: _____ **Final Date of Training:** _____
Venue of Training: _____ **Name of Trainer:** _____

Train ee	Evaluation Scale Total							Additional Comment Given
	Part A	Part B	Part C	Part D	Part E	Tota l	Average	
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								
21								
22								
23								
24								
25								
Total								

Summarized By

Name of Officer: _____

Signature: _____

Date: _____

Annex 7: Summary Of Training Evaluation Form C

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
COMMUNITY SERVICES PROGRAM
SUMMARY OF TRAINING EVALUATION FORM C**

Title of Training: _____**Final Date of Training:** _____**Venue of Training:** _____

Sheet	Evaluation Scale Frequency								Additional Comment Given
	1	2	3	4	5	NA	Total	Average	
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
Total									

Summarized By

Name of Officer: _____

Signature: _____

Date: _____

Annex 8: Training Evaluation Form C

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
COMMUNITY SERVICES PROGRAM
TRAINING EVALUATION FORM C**

(To be filled by the Trainer)

The Office of Community Services is interested in your assessment of the training provided and would like to ask you to complete the form. Please evaluate each of the following statement on a scale of 1 to 5 by placing a cross in the appropriate block (where 1 = Strongly Disagree; 2 = Disagree; 3 = Unsure; 4 = Agree; 5 = Strongly Agree; NA = Not applicable):

Title of Training: _____

Final Date of Training: _____

Venue of Training: _____

Categories	Your Evaluation Scale					
	1	2	3	4	5	NA
The modules were written at a level appropriate for trainees to understand						
The module flow was easy to follow						
The module content was complete and accurate						
The topics covered were practical and relevant						
The activities made sense and were easy to follow						
The topics include sufficient number of Ethiopian cases						
The training module allowed sufficient opportunity for interactive participation						
The time given to teach the module was sufficient						
The training room and related facilities provided a comfortable setting for the training						
The tools and equipment during the sessions worked well						
Trainees were actively participating in the training						

Are there any activities, background information or resources that you would recommend to add to the module?

Additional Comments:

Annex 9: Training Evaluation Form A

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
COMMUNITY SERVICES PROGRAM
TRAINING EVALUATION FORM A
(To be filled by the Trainee)

The Office of Community Services is interested in your assessment of the training provided and would like to ask you to complete the form. Please evaluate each of the following statement on a scale of 1 to 5 by placing a cross in the appropriate block (where 1 = Strongly Disagree; 2 = Disagree; 3 = Unsure; 4 = Agree; 5 = Strongly Agree; NA = Not applicable):

Title of Training: _____

Duration of Training: _____

Venue of Training: _____

Categories	Your Evaluation Scale					
	1	2	3	4	5	NA
A. Preparation						
The invitation for the training stated the goals clearly						
I was given enough information to prepare for the training						
B. Content Delivery						
The goals of the training were clearly defined						
The topics covered were relevant						
Each session stated the objectives clearly						
There was sufficient opportunity for interactive participation						
The format allowed me to get to know the other participants						
The training was too technical and difficult to understand						
The training experience will be useful in my work						
I got most of my questions answered during the training						
The materials were prepared at the right level						
The materials for the training were helpful						
The schedule for the training provided sufficient time to cover all of the proposed activities						
I gained new skills						
C. Facility						
The training room and related facilities provided a comfortable setting for the training						
The location for the training was convenient for me						

The refreshments and food provided were of good quality						
The tools and equipment during the sessions worked well						
The sessions lasted about the right amount of time						
D. Trainer						
The trainer was knowledgeable about the topic						
The trainer was well prepared for the session						
The trainer has presented issues very clearly						
The trainer encouraged active participation						
The trainer encouraged discussion amongst participants						
The trainer responded to incorrect answers in an encouraging way						
The trainer mediated in conflicts/arguments properly						
The trainer spoke in a fairly loud, clear voice						
The trainer answered questions in a complete and clear manner						
The trainer used variety of training methods						
The trainer used practical examples						
The trainer was respectful of the different skills and values presented by the participants						
The trainer used language understandable to the trainees						
All in all I am very satisfied with the trainer						
E. General Satisfaction:						
The goals of the training have been met						
I am satisfied with my increased understanding of the topic						
This training is among the best trainings I have ever received						
I was generally very satisfied with all aspects of this training event						
I plan to keep in contact with professionals I met at the training						
I plan to share the information I received during the training with other workers in my organization						
The training provided me an opportunity to meet other professionals from different disciplines and backgrounds						
I will recommend others to take this training						

Additional Comments:

CONTACT DETAILS

Please provide the name and contact details of your HR Manager and/or Training Manager and/or similar position holder to whom we can send information on future training programmes, courses and workshops:

	Manager 1	Manager 2
Name		
Telephone No		

E-mail		
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Annex 10: Training Program

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
COMMUNITY SERVICES PROGRAM
TRAINING PROGRAM**

Title of Training: _____

Total Hours of Training: _____

Venue of Training: _____

TIME	DAY 1	DAY 2	DAY 3
8: 30- 10.00 am	Topics to be Covered	Topics to be Covered	Topics to be Covered
	▪	▪	▪
	▪	▪	▪
	▪	▪	▪
	▪	▪	▪
	▪	▪	▪
10.00-10:30 am	Coffee Break	Coffee Break	Coffee Break
10:30 -12:30 am	Topics to be Covered	Topics to be Covered	Topics to be Covered
	▪	▪	▪
	▪	▪	▪
	▪	▪	▪
	▪	▪	▪
12:30 - 2:00 pm	Lunch	Lunch	Lunch
2:00 - 3:30 pm	Topics to be Covered	Topics to be Covered	Topics to be Covered
	▪	▪	▪
	▪	▪	▪
	▪	▪	▪
	▪	▪	▪
3:30 - 4:00 pm	Coffee Break	Coffee Break	Coffee Break
4:00 – 5:30 pm	Topics to be Covered	Topics to be Covered	Topics to be Covered
	▪	▪	▪
	▪	▪	▪
	▪	▪	▪
	▪	▪	▪

Annex 11: Trainee Attendance Sheet

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
COMMUNITY SERVICES PROGRAM
TRAINEE ATTENDANCE SHEET**

Title of Training: _____**Total Hours of Training:** _____**Venue of Training:** _____

No.	Name of Trainee	DAY 1			
		1 st Session	2 nd Session	3 rd Session	4 th Session
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25					

Annex 12: Trainer Selection Guideline

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS DEPARTMENT OF ACCOUNTING AND FINANCE COMMUNITY SERVICES PROGRAM TRAINER SELECTION GUIDELINE

1. Introduction

One of the functions of the community service program of the Department is the provision of high quality training services to the general community using the Department's huge pool of experts. Provision of high quality training services requires the deployment of the right trainer for the right training, which makes the selection of trainers an especially crucial task. Since trainings offered by the Department have financial and non-financial benefits that accrue to trainers, the Department should make sure that those benefits are available to the widest possible range of instructors in equitable manner. To that end, the Department has established the following guidelines to be used by Department's Community Service Committee in selecting trainers for training services offered by the Department.

These guidelines are not meant to be a restrictive set of rules; rather, they should be considered an articulation of the values that guide the trainer selection process. The Department recognizes that no perfect slate of trainers exists. It, however, trusts that the selection process will be handled with careful thought and complete integrity, both by the committee members who participate in the trainer selection process and the chairperson of the Department who approves the final slate of selected trainers.

2. Own Staff Selection Criteria

The following criteria shall be considered in selection of academic staff of the Department for training offered by the Department.

- *Competence:* The trainer must have a relevant education related to the topic he/she is expected to present. Additional professional experience on the area he/she is expected to present is a plus.
- *Availability:* The trainer must be available for conducting training and devote the time required to prepare for training
- *Equity:* Staff member not selected previously should be given high consideration without compromising the quality of delivery. The earning history of members from community service should also be considered to ensure fairness in financial benefits.
- *Diversity:* To enhance the experience of junior staff, selection should ensure trainers diversity.
- *Past Performance:* The feedback obtained from the previous trainings conducted by the trainers should be given consideration

3. External Trainers Selection Criteria

The training offered by the Department is expected to be managed primarily by permanent academic staff of the Department. In some cases, however, training may be rendered in cooperation between the permanent staff of the Department and trainers from other departments or academic units of the University or from outside sources. Such kind of trainers should satisfy the selection criteria stated in Section 2 above.

Annex 13: Trainers Evaluation Record

ADDIS ABABA UNIVERSITY OFFICE OF COMMUNITY SERVICES TRAINERS EVALUATION RECORD

No.	Name of Trainer	Title of Training	Start date of training	Completion date of training	Evaluation Score	Remarks

Annex 14: Training Assignment Division Sheet

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
COMMUNITY SERVICES PROGRAM
TRAINING ASSIGNMENT DIVISION SHEET

Title of Training: _____ **Training Start Date:** _____
Training Venue: _____ **Training Completion Date:** _____
Number of Trainers: _____ **Name of Chief of Trainers:** _____

No.	Name of Trainer	Start Time of Training	Completion Time of Training	Training Topic to be Covered	Telephone No.
Day 1					
1					
2					
3					
4					
Day 2					
1					
2					
3					
4					
Day 3					
1					
2					
3					
4					
Day 4					
1					
2					
3					
4					
Day 5					
1					
2					
3					
4					

Assignment Approved by:

Name of Trainers

1. _____
2. _____
3. _____
4. _____

Signature

Date

Noted by Chairperson of the Department

Signature _____

Date _____

Annex 15: Training Assignment Division Sheet

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
COMMUNITY SERVICES PROGRAM
TRAINING ASSIGNMENT DIVISION SHEET**

Title of Training: _____ **Training Start Date:** _____
Training Venue: _____ **Training Completion Date:** _____
Number of Trainers: _____ **Name of Chief of Trainers:** _____

No.	Name of Trainer	Start Time of Training	Completion Time of Training	Training Topic to be Covered	Telephone No.
Day 1					
1					
2					
3					
4					
Day 2					
1					
2					
3					
4					
Day 3					
1					
2					
3					
4					
Day 4					
1					
2					
3					
4					
Day 5					
1					
2					
3					
4					

Assignment Approved by:

Name of Trainers

1. _____
2. _____
3. _____
4. _____

Signature

Date

Noted by Chairperson of the Department

Signature _____

Date _____

Annex 16: Training Cost Sheet

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
COMMUNITY SERVICES PROGRAM
TRAINING COST SHEET**

Title of Training: _____**Duration of Training:** _____**Venue of Training:** _____**Number of Trainee:** _____

	Charge	Remarks
Training Material	Br xx/ Trainee	
Note Pad	Br xx/ Trainee	
Pen	Br xx/ Trainee	
Badge	Br xx/ Trainee	
Refreshment	Br xx/ Trainee	Refreshment served twice a day
Bottled Water	Br xx/ Trainee	Two 0.5 lt. bottle water per day
Breakfast	Br xx/ Trainee	
Lunch	Br xx/ Trainee	
Dinner	Br xx/ Trainee	
Accommodation	Br xx/ Trainee	
Trainer Fee	Br xx/ Trainee	
Training Room Rent	Br xx/ Trainee	
Consumable Materials	Br xx/ Trainee	
Travel to visit sites	Br xx/ Trainee	
Certificate fee	Br xx/ Trainee	
Others (marker, flip chart, etc)	Br xx/ Trainee	
Total Fee	Br xx/ Trainee	

Annex 17: Training Record

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
COMMUNITY SERVICES PROGRAM
TRAINING RECORD**

No.	Title of Training	Name of Trainers	Total Training Hours	Start Date	Completion Date	Number of Trainees	Training Venue	Total Training Fee	Training Fee Earned by the Trainer	Trainer's evaluation score	Remarks
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
11											
12											
13											
14											
15											
16											
17											
18											
19											
20											

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE
COMMUNITY SERVICES PROGRAM
TRAINING REGISTRATION SHEET**

• _____

Training Venue: _____

[illegible]

