



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE

AN INSTITUTION OF THE EVANGELICAL
LUTHERAN CHURCH IN TANZANIA

FINANCIAL REGULATIONS

July 2015

PREAMBLE

To conduct its business effectively KCMUCo, like all institutions, needs to ensure that it has sound financial management system in place and that they are strictly adhered to.

These financial regulations set KCMUCo to a broad framework of financial management systems, controls and procedures adopted in order to ensure its assets are safeguarded and its resources are utilized effectively and efficiently. The regulations shall be supplemented by more detailed procedural instructions covering specific aspects of the financial operations and the supporting financial information systems, such as the Financial Accounting, Procurement and Stores Manual. The regulations translate into practical guidance the KCMUCo broad policies relating to financial control. It applies to KCMUCo and all its subsidiary undertakings as will be applicable.

Compliance with the financial regulations is compulsory for all staff connected with the KCMUCo. Each member of staff will have access to a copy of the Financial Regulations and these Financial Regulations must be strictly observed. A member of staff who fails to comply with these Financial Regulations will have to be subjected to disciplinary action under the University's disciplinary policy. Any such breach will be notified to the Kilimanjaro Christian Medical University College Senate through the planning and Finance Committee. It is the responsibility of heads of departments to ensure that their staff are made aware of the existence and content of the University's financial regulations and that an adequate number of copies are available for reference within their department. Inevitably, the regulations will not cover every possible situation and it is important that in cases of doubts advice should be sought from the Bursar.

The Planning and Finance Committee is responsible for maintaining a continuous review of the financial regulations and advising the Kilimanjaro Christian Medical University College Senate of any additions or changes necessary.

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PART 1 INTRODUCTION

Title and Date of Commencement

1.1 These regulations are proposed to be used by the Kilimanjaro Christian Medical University College Senate from July 2014. These Financial Regulations shall be cited as the Kilimanjaro Christian Medical University College Financial Regulations and shall come into force on July 2014.

Definitions

In these regulations unless context otherwise requires:

1.2 'Accounting Officer' shall be the Provost or any person appointed by the Provost to act for him during his absence.

1.3 'Appeals Authority' means the Chancellor, Provost, Tender Board or the Public Procurement Appeals Authority or the court of competent jurisdiction when dealing with complaints and disputes and the resolution of procurement disputes.

1.4 'Appointments Committee' shall be the Appointments Committee for Academic Staff or the Appointments Committee for Administrative Staff established by KCMUCo Staff regulations.

1.5 'Approving Authority' means the Provost, KCMUCo Tender Board or any authority within the University vested with approving procurement that is being undertaken by procuring entity.

1.6 'Associate' means

- (a) in the case of an officer of KCMUCo, that person is the KCMUCo officer's husband, wife or relative, or a husband or wife of the relative of the KCMUCo officer;
- (b) that person is in a partnership with KCMUCo officer; or
- (c) in the case of a body corporate, the KCMUCo officer is a controller of the body corporate or the KCMUCo officer and the persons who are his associate together are controllers of it.

- 1.7 'Board of Survey' shall be a Board appointed by the Deputy Provost (Administration) under Section 16.1 of these Regulations.
- 1.8 'Bursar' shall be the person appointed by the Senate to that post and includes any duly appointed by the Provost to act for him during his absence.
- 1.9 'Chief Internal Auditor' shall be the person appointed by Senate to that post and includes any person duly appointed to act for him during his absence.
- 1.10 'Competitive tendering or tendering' means the method of procurement whereby suppliers or contractors are invited by KCMUCo to compete with each other in submitting priced tenders for the supply of goods, services or execution of works.
- 1.11 'Consultant' means a company, corporation, organization, partnership or individual person engaged in or able to be engaged in the business of providing services in architecture, economics, engineering, surveying or any field of professional activity, and who is according to the context, a potential party or the party to a contract with KCMUCo.
- 1.12 'Contract' means the contract or agreement made between KCMUCo and a supplier contractor as a result of procurement proceedings, for the sale or supply of goods, provision of services or for the execution of works.
- 1.13 'Contractor' means a company, corporation, organization, partnership or individual person engaged in or able to be in civil, electrical or mechanical engineering or in construction or building work of any kind including repairs and renovations, and who is, according to the context, a potential party or the party to a procurement contract with KCMUCo.
- 1.14 'Senate' shall be the Committee of the Kilimanjaro Christian Medical University College.
- 1.15 'Corrupt practice' means the offering, giving, receiving, or soliciting of anything of value to influence the action of a KCMUCo officer in the procurement process or contract execution.
- 1.16 'Estates Committee' shall be the Committee established by the Governing Board.
- 1.17 'Estates Manager' shall be the person appointed by Provost to that post and includes any person duly appointed to act for him during his absence.

- 1.18 'Fraudulent Practice' means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of KCMUCo and includes collusive practices among tenderers prior to or after tender submission and designed to establish tender prices at artificial non-competitive levels and to deprive KCMUCo of the benefits of free and fair competition.
- 1.19 'Goods' means raw materials, products, equipment and other physical objects of every kind and description, whether in solid, liquid or gaseous form, electricity, intangible assets and intellectual property, as well as services incidental to the supply of the goods provided that the value of the services does not exceed the value of the goods themselves.
- 1.20 'Imprest Holder' shall be an officer of KCMUCo who has at his disposal a specified sum of money for disbursement on the Kilimanjaro Christian Medical University College service.
- 1.21 'Limit of Authority' means the maximum value of any single contract that may be approved by an approving authority, or entered into by KCMUCo with the prior approval of a higher approving authority as set by KCMUCo in the Appendix 1 of these Regulations.
- 1.22 'Lowest Evaluated Cost Tender' means tender which is determined to be the most economic after consideration of all relevant factors and the calculation of any weighting for these factors, provided that such factors have been specified in the tender documents.
- 1.23 'Minor Value' means an amount of money up to a maximum limit for the procurement of goods or works of a minor nature as specified in Appendix 2 to these Regulations.
- 1.24 'KCMUCo' means the Kilimanjaro Christian Medical University College.
- 1.25 'Planning and Finance Committee' shall be the Committee established by the Senate.
- 1.26 'Procurement Agent' means a person or firm specialized in procurement who acts for another called the Principal in dealing with third parties in matters relating to procurement.
- 1.27 'Procurement' means buying, purchasing, renting, leasing or otherwise acquiring any goods, works or services by KCMUCo and includes all functions that pertain to the obtaining of any goods, works or services including description of requirements, selection and invitation of tenderers and preparation and award of contracts.

- 1.28 Reference to the masculine gender includes reference to the feminine gender and vice versa.
- 1.29 'Deputy Provost (Administration)' shall be the person appointed by the Senate to that post and includes any person duly appointed to act for him during his absence.
- 1.30 'Services' means any object of procurement other than goods, which involve the furnishing of labor, time or effort including the delivery of reports, drawings or designs, or the hire or use of vehicles, machinery or equipment.
- 1.31 'Supplies' means a company, corporation, organization partnership of individual person supplying goods and services, hiring equipment or providing transport services and who is, according to the contract, a potential party or the party to a procurement contract with KCMUCo.
- 1.32 'Tender' means, depending on context, either
- (i) a request drawn by a KCMUCo for offers or quotations to be made by suppliers or contractors, or
 - (ii) Offer, quotations or technical proposal made by a supplier or contractor in response to a request by KCMUCo.
- 1.33 'University Funds' means all cash, cash equivalents and other resources generated by KCMUCo and/or availed by the Government, Donors and other sources to the University or its units for the purpose of carrying KCMUCo activities.
- 1.34 'Provost' means the Provost of KCMUCo as appointed by the ?????????? under the Kilimanjaro Christian Medical University College, and includes any person duly appointed to act for him during his absence.

Application

- 1.38 These Financial Regulations shall apply to all staff and all units of the Kilimanjaro Christian Medical University College.
- 1.39 The Provost shall be responsible to the Senate for the enforcement of this Financial Regulations.
- 1.40 In the application of these Financial Regulations, the Provost shall further be guided by the relevant decisions of the Senate made from time to time.
- 1.41 Where the provisions of these Regulations are conflicting with statutes and circulars from the Ministry of Finance, provisions of such statutes and circulars shall prevail.

- 1.42 Should the University or the Government enter into any agreement with another government, an agency of another government or a international financing institution for a loan, credit or grant of funds for procurement purposes, that agreement may specify rules and procedures that are to be followed in undertaking such procurement. In such cases, KCMUCo shall follow these Regulations, unless there is a conflict with the requirements of such an agreement for a loan, credit or grant of funds, then the requirements of the agreement shall take precedence.
- 1.43 The Kilimanjaro Christian Medical University College must ensure that any procurement that is funded in whole or in part by such a loan, credit or grant is concluded according to procedures that will fulfill the Government's obligations to the government, agency or institution that extended that loan, credit or grant.
- 1.44 Units of KCMUCo shall not seek clearance of tender documents or award recommendations from an external government, agency or institution that extended that loan, or grant before obtaining internal clearance of the same from KCMUCo Tender Board.
- 1.45 To the extent that the clearance or approval of the KCMUCo Tender Board conflicts with the external clearance or approval of an external approving authority of the loan or credit or grant agreement, the clearance or approval of the external clearance or approval shall prevail.

Updating

- 1.46 Every five years, or more frequently if appropriate, the Bursar shall arrange for the Regulations to be reviewed, and for any proposed changes to be submitted to the Senate for its consideration.

PART 2
DUTIES AND RESPONSIBILITIES RELATING TO FINANCES

Duties of the Provost

- 2.1. The Provost shall be responsible to the Senate for implementation of all financial decisions of the Senate.
- 2.2. The Provost shall cause to be prepared at the end of each quarter a financial report for the quarter of the financial year.
- 2.3. The Provost shall be the Accounting Officer of KCMUCo and shall be responsible for promoting and maintaining the efficient utilization of the assets and finances of the University.
- 2.4 Notwithstanding anything to the contrary contained in any written law, where any expenditure is to be incurred on any procurement of goods, works or services, it shall be the duty of the Provost to ensure that such procurement of goods works or services is in accordance with the procedures prescribed.

Duties of the Deputy Provost (Academic)

- 2.5 The Deputy Provost (Academic) shall be responsible to the Provost in respect of all academic, research, consultancy and external links matters pertaining to the Kilimanjaro Christian Medical University College.
- 2.6 The Deputy Provost (Academic) is responsible for policy formulation, planning and implementation of teaching, research, consultancy and external links and for providing the overall direction of academic support services at the Kilimanjaro Christian Medical University College.
- 2.7 The Deputy Provost (Academic) shall also promote institutional analysis and decision support to the Provost.

Duties of Deputy Provost (Administration)

- 2.8 The Deputy Provost (Administration) shall be the Principal Assistant to the Provost in all planning, financial and administrative matters. He / She shall be responsible to the Provost for the performance of his duties and functions.
- 2.9 The Deputy Provost (Administration) shall help plan, direct and coordinate planning, finance and development processes.

- 2.10 The Deputy Provost (Administration) shall effectively and efficiently manage all human resources and administration functions of KCMUCo.
- 2.11 The Deputy Provost (Administration) shall provide expert advice in the conceptualization, design with respect to resource mobilization, implementation, design with respect to resource mobilization, implementation, evaluation and timely feedback on KCMUCo plans, projects and programmes.
- 2.12 The Deputy Provost (Administration) shall coordinate policies, procedures and practices of financial management and control. The Deputy Provost (Administration) is therefore the interpreter of these regulations. He / She has the duty to reinforce these Regulations in all units of KCMUCo, whether independent or not.

Duties of the Bursar

- 2.13 The Bursar shall be the Finance Officer of the Kilimanjaro Christian Medical University College and shall be responsible to the Provost through Deputy Provost (Administration) for the Keeping of the accounting records and for all the financial matters of the University. He / She shall ensure that proper and sound internal controls are maintained..
- 2.14 He / She shall be responsible for supplying quarterly statements to which shall show the amount allocated to each recurrent account, the expenditure incurred and commitments entered into up to the end of the current quarter.
- 2.15 The Bursar shall be responsible for supplying Budget and Cost centre managers with quarterly statements relating to their budget performance.
- 2.16 The Bursar shall be responsible for ensuring that the Provost is supplied with all information necessary to discharge his / her responsibilities relating to financial matters of KCMUCo.
- 2.17 He / She shall be responsible to the Provost and supply information as may be required by him for the preparation of reports on the activities of KCMUCo.
- 2.18 At least six months before the commencement of any Financial Year, the Bursar shall prepare annual estimates of revenue and expenditure of KCMUCo for the ensuing year for consideration by the Planning and Finance Committee and approval by the Senate.
- 2.19 The Bursar shall be responsible for authorizing all orders made before they are sent to the suppliers and for checking that the orders will not cause the budget to be exceeded.

- 2.20 The Bursar shall keep proper accounts and as soon as is practicable, but within three (3) months after the end of each financial year shall produce to the Kilimanjaro Christian Medical University College statutory Auditors, a statement of income and expenditure, statement of cash flows and statement of financial position as at 31st August each year.
- 2.21 Generally, the Bursar shall have the responsibility for managing the financial affairs of the Kilimanjaro Christian Medical University College with strict regard for economy.
- 2.22 The Bursar shall consider and implement the suggestions made by the Internal Auditors for improvement in application of accounting and financial controls.
- 2.23 The Bursar shall be responsible for the administration of the National Social Security Fund (NSSF), Parastatal Pension Fund (PPF) and any other Fund administered by the University.
- 2.24 The Bursar is responsible for advising heads of faculties/schools/departments in the light of guidance issued by the appropriate bodies and relevant legislation as it applies, on all taxation issues, to the University. Therefore the Bursar will issue instructions on compliance with statutory requirements including those concerning VAT, PAYE, Corporation Tax and Customs and Import Duty.
- 2.25 The Bursar is responsible for maintaining KCMUCo tax records, making all tax payments, receiving tax credits and submitting tax returns by their due dates.

Duties of the Chief Internal Auditor

- 2.26 The Chief Internal Auditor shall be responsible to the Provost.
- 2.27 The Internal audit function shall remain independent in its planning and operation and will have direct access to the office of the Provost. It should, however, also respond to the needs of management.
- 2.28 The main responsibility of the internal audit function is to provide the Provost and senior management with assurances on the adequacy and effectiveness of the internal controls and to the extent to which it can be relied upon on the completion of each audit, giving an opinion on the adequacy, effectiveness and reliability of the control framework for the areas reviewed, and making recommendations where appropriate. The Chief Internal Auditor shall also appraise and report on performance by ascertaining the extent to which systems of control operate to promote the most economic, efficient and effective use of resources. The annual report shall cover the accounting period and must be submitted in time for the

preparation of the Planning and Finance Committee's annual report to the University's Senate.

2.29 The Chief Internal Auditor shall advise the Bursar on the soundness, adequacy and application of accounting and financial controls and shall ascertain the extent to which the KCMUCo assets are protected from losses arising from fraud, irregularity and corruption.

2.30 The Chief Internal Auditor shall ascertain the extent of compliance with the prescribed plans, policies, procedures and financial regulations and check the accuracy of accounts and other data developed within the University.

2.31 Chief Internal Auditor shall undertake any special investigations as directed by the Provost from time to time.

2.32 The Chief Internal Auditor shall make constructive suggestions for economy in expenditure and propose measures to maximize the utilization of KCMUCo resources.

2.33 The Chief Internal Auditor shall check and ensure that directives given by the Senate are adhered to.

Duties of Heads of Faculties, Schools and Units

2.34 Accountability for financial management is delegated from the Senate through the Finance and Planning Committee to the Provost and Faculties, Schools and Units.

2.35 Within Faculties, Schools and Units, financial management may be further delegated to other budgetary units in accordance with convention set by the Faculties, Schools and units, but within the overall framework of these Regulations.

2.36 At each level, the body or individual concerned must ensure that funds received or spent are properly controlled, and their use monitored.

2.37 Responsibility for internal control within a budgetary unit rests with the Head of that Unit, who should ensure that appropriate and adequate arrangements exist to safeguard all assets, that University policies, including the Regulations, are complied with, and that records are maintained in a complete and accurate form.

2.38 Heads of Units must ensure that adequate procedures for regular independent checks of financial transactions are in place. Guidance on recommended internal control procedures is available from the internal audit function.

PART 3
BUDGETING AND THE BUDGETARY SYSTEM

Budget Preparation

- 3.1. The Provost shall ensure the preparation of an annual budget which shall be approved by the Senate. Budgeted resources are allocated annually by the Senate on the recommendation of the Planning and Finance Committee.
- 3.2 Heads of Faculties, Schools and Units are responsible for the economic, effective and efficient use of resources allocated to them.
- 3.3 The Bursar is responsible for preparing annually a rolling five year financial plan, including a detailed revenue budget and capital programme for the next financial year, for consideration by the Planning and Finance Committee before submission to the Senate for approval. The Bursar must liaise closely with the heads of Faculties, Schools and Units and the related Senate committee in preparing the budgets and plans in order to inform the resource allocation process to the Planning and Finance Committee and Senate. The resource allocation decisions must be communicated to Heads of Faculties, Schools and Units as soon as possible following approval by the Senate. The Bursar must ensure that the detailed approved budgets for the following year are loaded into the financial management information system to enable the heads of Faculties, Schools and Units to monitor their actual financial position against the approved budget as the year progresses.
- 3.4 During the year, the Bursar is also responsible for submitting revised budgets for consideration by the Planning and Finance Committee prior to submission to the Senate for ultimate approval. These revised budgets must also be communicated to all heads of Faculty, Schools and Units and loaded into the financial management information system.

Recurrent Expenditure Budget

- 3.5 A least six months before the commencement of any financial year, the Bursar shall request all Deans and Heads to submit new income and expenditure proposals for the ensuing financial year.
- 3.6 Deans and Heads shall submit within one month of the request by the Bursar, proposals for new expenditure on the following lines:
- (a) Changes in Establishment
 - (b) Other Charges
 - (c) Capital Development items

Submission of Draft Estimates

3.7 On receipt of the proposals, the Bursar shall prepare draft estimates to be submitted to the Planning and Finance Committee for scrutiny and consideration after which the Planning and Finance Committee will recommend them to the Senate for approval.

Budgetary Control and Incurring Expenditure

3.8 No expenditure shall be incurred by and for the purpose of KCMUCo except in accordance with the provisions of the annual estimates or in accordance with the provisions of any supplementary estimates approved by the Senate.

3.9 The control of income and expenditure within an agreed budget is the responsibility of the designated budget holder who must ensure that day to day monitoring is undertaken effectively. Budget holders are responsible to their Heads of Department for the income and expenditure appropriate to their budget. The budget holder will be assisted in this duty by management information provided by the Bursar. The financial management information system maintained by the Bursar provides the nominated budget holders access to their accounts and budgets for monitoring, reporting and inquiry purposes.

3.10 The Bursar shall submit Revised Annual Estimates for the Current Financial Year to the Senate, through the Planning and Finance Committee where:

- (a) The estimates considered and approved by Senate under section 3.3 above are different from those approved by Senate.
- (b) There is a saving arising from different sources or from Government supplementary funds.
- (c) There is a necessary and unforeseen expenditure which was not considered in the budget.

Virement

3.11 Budget holders do not have authority for virement before first submitting a request to the Planning and Finance Committee. Requests for Virement relating to non-staff costs, up to a limit of 10% of the approved budget, should be submitted to the Deputy Provost (Administration) through the Bursar for consideration and approval.

3.12 The Bursar is also responsible for submitting requests for virement of resources above 10% to the Planning and Finance Committee for approval.

Capital Expenditure Budget

3.13 Capital expenditure on land, buildings, major equipment, furniture and associated

costs can only be considered as part of the capital programme approved by the Senate. Major capital expenditure programmes should be considered in the context of the Kilimanjaro Christian Medical University College Strategic Planning processes.

3.14 Proposals relating to Capital Programmes shall be complied by the Estates Manager in consultation with the Bursar and shall be considered by Estates Committee and then by the Planning and Finance Committee before they are submitted to the Senate for approval. Proposed capital projects should be supported by:

- a statement which demonstrates the project's consistency with the strategic plans and estates strategy approved by the Senate,
- an initial budget for the project for submission to Planning and Finance Committee. The budget should include a breakdown of costs including professional fees, VAT and funding sources,
- a financial evaluation of the plans together with their impact on revenue budgets plus advice on the impact of alternative plans,
- where appropriate, an investment appraisal in a format which complies with accepted formats in investment appraisal,
- a demonstration of compliance with tendering procedures and regulations, and
- a cash flow forecast.

3.15 The Provost shall report to every meeting of the Senate upon the progress of the execution of the Capital Development Programmes approved by the Senate and on the raising of Capital Funds required thereof. He shall, where appropriate, through the machinery of the Estates Committee propose to Senate any adjustments to the programme which appear to him to be necessary or desirable in the light of the current financial position and shall take steps, when necessary, to secure any approval required from the Senate.

3.16 The Estates Manager shall be the Cost centre manager for Capital Expenditure and shall be responsible for detailed execution of Capital Development Programmes. He shall be responsible to the Estates Committee for execution of all approved Development Plans in so far as they belong to KCMUCo. All purchases of capital works items shall be in compliance with these Financial Regulations.

3.17 The Estates Manager shall also be responsible for keeping the Estates Committee regularly informed of the expenditure of funds allocated and shall propose any virement necessary to the Estates Committee. For capital expenditure items virement shall be approved by the Senate on recommendation of the Planning and Finance Committee.

- 3.18 The engagement of architects, quantity surveyors and other professional consultants shall be in writing under a resolution of the Tender Board and such persons shall be informed of the relevant sections of these regulations.
- 3.19 Contracts for the construction of buildings and other works shall be in writing in an approved format and executed under the common seal of the Kilimanjaro Christian Medical University College.
- 3.20 Contracts for the construction of buildings and other works shall normally be sanctioned by the process of invitation to firms selected by the Tender Board taking into consideration the recommendations made by the responsible architect to submit tenders on the basis of priced Bills Quantities.
- 3.21 Where, in respect of relatively small work, the Tender Board deems fit in the University's interest to do so either for reasons of economy, to save time or because no other firm has the requisite skills and equipment, it may be resolved to direct that a contract be negotiated rather than be awarded by tender. Negotiated contracts may be either in approval form under the common seal of KCMUCo, or by Variation Order or by Addition Order under the existing contract. The Tender Board shall determine what minor works are and whether a negotiated contract should be by approved form under the common seal of KCMUCo by Variation Order.
- 3.22 The Deputy Provost (Administration) may direct that minor construction works be executed by private constructors under supervision of the KCMUCo Estates Department. Selection of individual contractors shall be under the single source mode of selection.

Payment Process for Capital Expenditure

- 3.23 The Deputy Provost (Administration) shall require through the Estates Manager the responsible architects to submit at monthly intervals, running financial estimates of the cost of works under contracts and priced copies of all Variation Orders, Omission Orders or Addition Orders as they are issued. He / She shall require the architects to consult to him / her before any use is made of the contingency sum provided in the Bills of Quantities.
- 3.24 The Deputy Provost (Administration) shall require through the Estates Manager the Architects and Quantity Surveyors to provide sums or amount of their professional fees estimated upon the contract sum, and shall scrutinize all Fee Notes and expenses submitted.

3.25 The Estates Manager shall report all payment of Final Accounts to the Estates Committee which shall recommend virements as necessary to or from the Contingency Reserve Fund or to other allocations.

Completion of Contract

3.26 The Deputy Provost (Administration) shall authorize the payment of retention monies when satisfied that the contractor has fully discharged his liability to remedy defects as per relevant clause in the contract.

3.27 On satisfactory completion of the project, the consultant shall draw up a final handing over certificate to be signed by the Consultant, the Contractor and the Deputy Provost (Administration).

PART 4
APPOINTMENT OF COST CENTRE MANAGERS

Appointment of Cost centre managers

- 4.1 The Provost shall appoint Deans, Directors and when appropriate Heads of Departments as Cost centre managers.

Issues of Budget estimates

- 4.2 At the beginning of each financial year, the Provost shall issue a Budget to each Cost centre manager authorizing him / her to incur expenditure in accordance with terms of the Budget. However, the Provost may issue the Budgets quarterly or half-yearly or otherwise as he / she may deem fit, depending on the release of funds by the Government.
- 4.3 The Budget issued by the Provost constitutes the authority for the Cost centre manager to incur expenditure under Cost centres indicated in the Budget, subject to these regulations.

PART 5
AUTHORITY FOR AND CONTROL OF EXPENDITURE

Approval and Issue of Budget estimates

- 5.1 The Annual Estimates as approved by the Senate shall constitute the authority necessary for charging of expenditure to the funds of KCMUCo. No sum shall, however, be withdrawn from the funds of the University except under the authority of a Budget issued by the Provost.
- 5.2 At the beginning of each Financial Year, the Provost shall issue a General Budget to the Bursar authorizing funds in accordance with the Estimates, with the exceptions of funds over which the Provost wishes to exercise special control.
- 5.3 The Cost Centre managers shall be aware of the specific purpose or purposes for which each allocation is made available and of the necessity for complying with the instructions on the Budget. A holder of a Budget is to regulate his expenditure so as to ensure that the amounts allocated to him are not exceeded or exhausted prematurely.
- 5.4 Application for additional provision is to be made by the Cost centre manager of the Approved Form, and submitted to the Provost, through the Bursar. The application is to be supported by full details of the necessity for the additional provision and reason why it is essential.
- 5.5 No application for additional provision will be entertained unless it relates to urgent expenditure which was unforeseeable at the time the Estimates were prepared and which cannot be postponed for consideration in the following financial year. It must also be shown that this urgent expenditure could not have been met by curtailing expenditure chargeable against the monies provided under the same item of the Estimates. It is the duty of the Cost centre managers to affect all possible savings and the fact that savings may be available under other items cannot be advanced as a justification for additional provision, unless it can be clearly established that the savings accrued directly as a result of the proposed additional expenditure.
- 5.6 Heads of Departments and budget holders are not authorized to commit KCMUCo to expenditure without first ensuring that there are sufficient funds allocated in the approved departmental budget to meet the purchase cost. The financial status of each Cost centre manager at any point in time is ascertainable from the Bursar's office. Committed as well as actual expenditures can be ascertained from the financial management system. Any doubts should be referred to the Bursar for clarification prior to placing the order.

- 5.7 No commitments are to be made until authority for additional expenditure has been obtained from the Provost through the Bursar.
- 5.8 Where savings are guaranteed to cover additional provisions required, the Provost may issue a special Budget on recommendation by the Bursar with prior reference to the Planning and Finance Committee if the application does not exceed T.Shs. 2 million. Such decision shall be reported by the Provost at the subsequent meeting of the Planning and Finance Committee.
- 5.8 In cases where savings are not available, reference to the Planning and Finance Committee is necessary. It follows that applications for additional provision in these circumstances must be made in sufficient time to enable the application to be submitted to the Planning and Finance Committee.
- 5.9 If additional provision is approved, the Bursar is authorized to make payment against KCMUCo funds in respect of the relevant items by a special Budget issued by the Provost.

Liability of Cost centre managers

- 5.11 Cost centre managers shall be liable for any unauthorized expenditure resulting from carelessness or negligence on their part.
- 5.12 If the Bursar, in his opinion, considers that a Cost centre manager is consistently negligent in the discharge of his duties under these regulations, he shall report to the Deputy Provost (Administration) who shall investigate the matter. If negligence is ascertained, the Deputy Provost (Administration) shall report it to the Provost for the institution of appropriate disciplinary measures.

Savings on Approved Estimates

- 5.13 In cases where savings are available from other items of expenditure under the same Cost centre and have been guaranteed in support of an application for additional provision, the original Budget from which these savings are to be made is reduced accordingly and the Budget and Cost centre manager is to ensure that the reduced estimate is not exceeded.
- 5.14 Where an Appointment Committee has decided that no offer can be made with reference to an established post or the appointee cannot take up his post at the time envisaged in the estimates, Cost centre managers may propose to the Provost that the resultant savings on salary be used to appoint staff on temporary basis to fill the gap where the vacancy exists and the Provost may approve such proposal.

- 5.15 The authority conveyed by any Budget normally lapses on the last day of the financial year (31st August) unless an earlier date has been indicated.
- 5.16 Savings on recurrent expenditure shall not be carried forward from one financial year to the next. These savings shall be transferred to the General Reserve Fund and shall be at the disposal of the Planning and Finance Committee. Orders must therefore be made early to ensure that charges will be received in time for payment before the close of the financial year.

General Matters

- 5.17 The Bursar is responsible for making payment to suppliers of goods and services to the University. All goods and services shall be ordered on the KCMUCo Purchase Order Processing system and invoices from creditors must quote the related KCMUCo Purchase order number.
- 5.18 In order to ensure strict control over expenditure no charges shall be made against any Budget except for the special purpose for which provision has been made and expenditure is to be charged against the appropriate item.
- 5.19 To control expenditure for which they are responsible it is essential for a Budget Cost centre manager to keep a Book which will record actual expenditure, commitment and the amount which is still available for expenditures at any one time. The Bursar shall keep a Central Book for the same purpose. These books shall be reconciled regularly.
- 5.20 These financial regulations are supplemented by a chart of authorization limits for authority expenditures. The Senate is responsible for setting and reviewing the authorization limit from time to time.

PART 6 INCOME

- 6.1 The Bursar shall be the Official Receiver of all KCMUCo Funds, including fees, governing grants, donor funds, dividends and interest, etc. and shall appoint collectors of revenues.
- 6.2 The Bursar, in conjunction with Budget Cost centre managers concerned shall make and maintain adequate arrangements:
- (a) for the financial organization, accounting and book-keeping necessary to ensure the proper recording of all sums due to the University.
 - (b) for the collection, custody, control, disposal and prompt and proper accounting of the Budget Cost centre manager responsible.
- 6.3 Particulars of all charges to be made for work done, services rendered or goods supplied by a Budget Cost centre manager to another shall be promptly notified in writing to the Bursar for the purpose of raising charges to parties concerned.
- 6.4 Rules and procedures for amounts and conditions of payments of tuition fees by students shall be set by the University and implemented by the Bursar. Failure to pay tuition fees shall entail imposition of sanctions which can include termination of registration, barring from examination, withholding of results and or postponement of graduation.
- 6.5 The Provost, Deputy (Academic), Deputy Provost (Administration), or any other Officer of KCMUCo shall notify the Bursar of all monies due to the University from contracts, leases, tenancy agreements, agreements for sale of property and any other agreement that involves the receipt of money. A copy of each of the completed documents including statements in respect of all purchases and sale of property shall be forwarded to the Bursar.
- 6.6 With regard to income the Bursar shall ensure that:
- Invoices are raised promptly in respect of income due to KCMUCo
 - Swift and effective action is taken to collect overdue debts in accordance with KCMUCo's formal procedures
 - KCMUCo standing debts are monitored and monthly reports are prepared.
- 6.7 The Bursar is responsible for implementing credit arrangements and indicating a period in which different types of invoices must be paid. All amounts due to KCMUCo must be paid within thirty days of the date of invoice. These credit

arrangements must be approved by the Planning and Finance Committee. Any significant subsequent changes must be submitted to the Planning and Finance Committee for approval.

Recording and Control of Income

6.8 The Bursar shall be the custodian of the University funds. Budget and Cost centre managers are to take proper steps within their powers to collect and bank such funds daily.

(a) Every sum received on behalf of KCMUCo by the Cashier or other authorized employee of the University shall be immediately acknowledged by the issue of an official receipt. The official receipt must be completed, in indelible writing, by the receiving officer, signed and dated. The receipt shall show clearly the purpose for which the money was paid.

(b) No form of receipt is to be issued without the authority of Bursar who will arrange for the printing of all forms of receipts and ensure that they are serially numbered, recorded and controlled.

(c) When a cheque is received the number of cheque shall be quoted on the receipt.

(d) The public should be informed by way of a notice at the cash office counter that an official receipt must be obtained for any sum paid to KCMUCo.

(e) All cashiers shall be covered by fidelity guarantee insurance.

6.9 Every transfer of money from one employee of the University to another shall likewise be immediately acknowledged by the issue of receipt, or in appropriate cases, by signature in the cash accounting records.

6.10 All money received on behalf of KCMUCo by any Department shall be deposited with the Bursar or with a person appointed by the Bursar.

6.11 All monies received in foreign currency shall be receipted, recorded and banked in that currency. The exchange rate ruling on that date shall be noted.

6.12 Sums due to KCMUCo shall not be written off in the accounts except by approval of the Senate. Requests to write-off debts must be referred in writing to the Bursar for submission to Planning and Finance Committee for consideration. Such requests

must be supported by evidence to indicate that all reasonable efforts have been made to recover the debt in accordance with prudent and established debt recovery procedures. The Bursar shall keep a register of such amounts written off for possible future recovery.

Physical Handling of Cash and Negotiable Instruments

- 6.13 All cheques made out to the University should indicate the payee as Kilimanjaro Christian Medical University College and be sent to the Bursar. Cheques received shall immediately be crossed 'Not Negotiable Account Payee Only' and endorsed 'For the Credit to the Account of the University.
- 6.14 The Bursar shall pay promptly into the University's bank account daily all monies received by him and in any event not later than the next working day.
- 6.15 Cash in physical transit shall be insured, entrusted to an officer covered by fidelity guarantee insurance and shall be moved under armed escort whenever it seems fit.
- 6.16 In all cases however, where value is to be given in return for a cheque and there is doubt if the cheque will be honored, the value is not to be given until the cheque has been honored, or cash should be demanded. An officer shall be liable for any loss if he has not taken reasonable precautions. Personal cheques shall not be received in exchange for cash or cash equivalents. Similarly, cashing of KCMUCo cheques endorsed by payees shall generally not be permitted.

Printing and Control of Receipt Books

- 6.17 All official receipts, forms, books, vouchers and tickets shall be in approved form and all such forms, books, tickets, vouchers, licenses and coupons for which fees are chargeable shall be ordered, controlled and issued to Departments by the Bursar and all receipts and issues thereof shall be properly recorded and acknowledged.
- 6.18 Each Budget and Cost centre manager who receives money on behalf of KCMUCo for which they are accountable shall keep such records including an accurate chronological account of all receipts and deposits as may from time to time be approved by the Bursar.

Research Grants

- 6.19 Research can be defined as an original investigation, undertaken to gain new knowledge and understanding, which may be directed towards a specific aim or objective.

- 6.20 The term 'research grant' is restricted to research Projects funded by the government, donors, research institutions and foundations, charities, etc. All other externally financed research projects are classified as 'research contracts'.
- 6.21 Where approaches are to be made to KCMUCo by other Bodies for support for research projects or where contracts are to be undertaken on behalf of such Bodies, it is the responsibility of the Deans and Heads to ensure that the financial implications have been appraised by the Bursar.
- 6.22 The Bursar is responsible for examining every formal application for grant and shall ensure that there is adequate provision of resources to meet all commitments. The Bursar should ensure that the full cost of research contracts is established. The research agreement must be in line with KCMUCo policy with regard to indirect costs and other expenses and take account of different procedures for the pricing of research projects depending on the nature of the funding body.
- 6.23 Research grants and contracts shall be accepted on behalf of the Kilimanjaro Medical University College by the Provost.
- 6.24 The Bursar shall maintain all financial records relating to research grants and contracts and shall initiate all claims for reimbursement from sponsoring bodies by the due date.
- 6.25 Each grant or contract will have a named supervisor or grant holder and will be assigned to a specific budget centre.

PART 7
BANK ACCOUNTS AND BANKING ARRANGEMENTS

Appointment of Bankers

- 7.1 The Senate is responsible for the appointment of the KCMUCo bankers on the recommendation of Planning and Finance Committee.

Maintaining Bank Accounts

- 7.2 The Senate shall arrange for such accounts to be kept as may be necessary from time to time. No bank account shall be operated unless that account is for the furtherance of KCMUCo lawful business and is properly approved by the Provost on behalf of the Senate. The accounts so operated shall be restricted to the specific purposes initially intended for.
- 7.3 The Bursar is responsible for, on behalf of Planning and Finance Committee, liaising with the University bankers in relation to the University's bank accounts and the issue of cheques. All cheques shall be ordered on the authority of the Bursar who shall make the proper arrangements for their safe custody.
- 7.4 Only the Bursar may, with the approval of the Provost, open a bank account for dealings with the KCMUCo funds. All bank accounts shall be in the name of the Kilimanjaro Christian Medical University College. No other division, department or section shall be empowered to operate a bank account relating to their or any other KCMUCo activity. Similarly, no cheques or financial instruments made payable to KCMUCo shall be endorsed and credited to any other account.
- 7.5 All cheques drawn on behalf of KCMUCo must be signed in compliance to the University's Bank Mandate as approved by Senate. All cheques must be signed by two authorized persons. Details of authorized persons and limits covered by the University Bank Mandate shall be provided for in the KCMUCo detailed financial procedures.
- 7.6 The Bursar is responsible for ensuring that all bank accounts are subject to regular reconciliations and that large or unusual items are investigated as appropriate.

Electronic Banking Arrangements

- 7.7 The Bursar must ensure that the controls over and access to such facilities are established and enforced. There must be strict segregation of duties between those staff responsible for setting up payment transaction files and those staff responsible for checking and executing the electronic transfer instructions.

Confirmation reports from the bank relating to transfer instructions received from KCMUCo must be checked back to the originating transaction reports by staff who are independent of those processes.

Suspension or Closure of Bank Accounts

7.8 The Bank Account shall be closed where:-

- (i) The purpose for which the account was intended for has been fully fulfilled.
- (ii) In the opinion of the Bursar, the account does not operate in conformity with the purposes initially intended for. In such circumstances, the Bursar shall request the Provost to approve the suspension or closure of such an account.

Execution of Instruments and Charges over Assets

7.9 All conveyances, transfers, contracts, guarantees, agreements, bonds, authorities, mortgages charges, bills of exchanges, promissory notes, bank drafts, letters of credit, securities and other instruments whatsoever to which KCMUCo is a part shall be executed, on behalf of the by: any of the following

- (a) The Provost
- (b) The Deputy Provost (Administration)
- (c) Such other officer of the University as the Provost may appoint in that behalf.

PART 8
PAYMENTS – GENERAL

Preparation of Payment Voucher

- 8.1 All requisitions for payments of whatever nature are to be supported by original payment vouchers. They are to contain full particulars of the goods or services for which payment is being made and reference to the authority for the expenditure. Supporting documents shall be attached on the vouchers. Proof of payment is not in itself evidence that the expenditure is a valid business expense – explanations and details are required. Photocopied supporting documents shall not be allowed. Credit or Debit Card slips also not acceptable supporting documents.
- 8.2 All vouchers are to be typed or written in indelible ink. As far as possible separate vouchers are to be prepared for payments in respect of different allocations. The amount to be paid on cash voucher has to be expressed in words as well as in figures and care should be taken not to leave any spaces for other insertions. All payment vouchers are to show the appropriate code to which the charge is to be allocated and are to be signed by the authorized Cost centre managers.
- 8.3 Every voucher shall be certified and signed by the Bursar. Where the voucher contains more than one certificate it is to be signed separately. Alterations on a voucher are to be signed by the person who authorized the voucher

Authorization and Certification of Payment Voucher

- 8.4 A person authorizing a voucher is responsible for the accuracy of every detail covered by his certificate to include that:
- (a) The goods have been received, examined and approved with regard to quality and quality, or that services rendered or work done is satisfactory.
 - (b) The purchase price is fair and reasonable and it is matched to the purchase order (or service agreement, letter of engagement etc.)
 - (c) The computations and casting on the voucher have been verified and are arithmetically correct.
 - (d) The authority quoted on the voucher has been obtained.
 - (e) Persons named on the voucher are those entitled to receive payment.

(f) Payment has been recorded and the invoice has not previously been passed for payment.

(g) Purchases through tender shall be matched with tender document.

8.5 No person is permitted to sign a voucher which is made payable to himself, or his associate.

8.6 With the exception of vouchers paid to KCMUCo of standing imprest, all vouchers for payment must be submitted to the Bursar for authorization.

8.7 As far as possible, all payments of KCMUCo shall be made by crossed cheques.

Appointment of Cheque Signatories

8.8 Cheque signatories for KCMUCo shall be appointed by the Provost and approved by the Senate through the Planning Finance Committee. Cheque signatories will be composed of the following groups:

Group A

1. Provost
2. Deputy Provost (Academic) and
3. Deputy Provost (Administration).

Group B

1. Bursar
2. A senior Accountant and
3. Any other person appointed by the Provost

8.9. Any two from each group

PART 9

PERSONNEL APPOINTMENTS, PROMOTIONS, EMOLUMENTS AND ALLOWANCES

Appointment of Staff and Promotions

- 9.1 Subject to the Kilimanjaro Christian Medical University College Scheme of Service, no appointment of any employee and no promotion of existing ones shall be made unless such positions have been provided for in the staff establishment.
- 9.2 Persons who are entitled to receive salaries are those officers whose posts are scheduled in the approved Faculty or Department.
- 9.3 Every person on first appointment or transfer to KCMUCo shall be issued with a Letter of Appointment. This letter is the authority for payment of salary. No payment of salary may be made unless such a letter has been issued by the appropriate authority and the employee is confirmed to have reported on duty.
- 9.4 The Bursar shall be informed immediately when an officer takes up his appointment and one certified copy of the Letter of Appointment is to be sent to the Bursar. The Bursar shall also obtain from the previous employer the last pay slip for an officer joining KCMUCo on secondment or transfer from either Government or other Institutions.

Payroll Particulars

- 9.5 Each employee shall be assigned an identification number which shall be recorded on all documents concerning any transactions of such staff e.g. Imprest, advances, payroll, etc. Payroll summary sheets shall be prepared according to the payroll number sequence and against each payroll, appropriate cost centre number shall be shown to facilitate cost allocation.

Payment Procedures

- 9.6 The Bursar is responsible for all payments of salaries and wages to all staff including payments for overtime or services rendered. All time and attendance sheet and other pay documents, including those relating to fees payable to external examiners, visiting lecturers or researchers, will be a form prescribed or approved by the Bursar. All payments of salaries and wages must be made through the Payroll section of the Finance Office.

9.7 Cheques and Bank direct credits for payments of salaries and wages shall be prepared by the Bursar or by a person authorized by him. Payroll summary sheets shall be stamped and signed by person preparing, checking and approving.

9.8 Mid month advances shall be kept to a minimum and shall be cleared in the same month.

9.9 Salary advances and loans to the maximum of three months salary may be granted to a member of staff of KCMUCo on application to the Deputy Provost (Administration) provided that:

(a) Funds are available,

(b) Net take home pay after recovery of such loan shall not fall below a third of basic salary, and

(c) The amount so granted shall be recovered within the same financial year.

9.10 The Bursar shall be responsible for keeping all records relating to payroll of all employees of KCMUCo including those of a statutory nature. Retention of such records will be in accordance with the Document Retention Policy of KCMUCo as per the Appendix.

Allowances

9.11 All allowances which may be paid to employees shall be paid as approved by the Senate.

Termination of Employment

9.12 The Bursar shall be informed immediately when an officer's service are terminated. A letter to this effect should be sent to the Bursar within a week of the event. The acknowledgement of the letter should be monitored since delay in communication may lead the officer to continue to draw salaries to which he / she is not entitled.

9.13 Where an Officer absconds from the service of KCMUCo, Deans and Heads shall immediately report the incident to the Deputy Provost (Administration) and the Bursar. Upon receipt of such information, the Bursar shall arrange to suspend the Officer's salary pending final decision from the Appointments Committee for Academic Staff, the Appointments Committee for Administrative Staff or the Deputy Provost (Administration) as appropriate.

PART 10
PETTY CASH PAYMENTS AND OTHER IMPRESTS

Application of Imprest

- 10.1 An officer of the University may be provided with funds when it is expedient for him to make payments with prior submission of vouchers to the Bursar. These funds are provided in the form of Imprest. An imprest shall be issued to an individual member of staff by name and not to a holder of an office.
- 10.2 Application for Imprest shall be made on appropriate forms and addressed to the Bursar by the Dean of the School, Director of an Institute, Head of Department, who is to state the purpose of the Imprest, the amount required and the name of the applicant. He shall certify that the imprest is not excessive and that it is required to incur expenditure for KCMUCo lawful business.

Retirement and Renewal of Imprest

- 10.3 All imprests shall be retired within the due date failure of which recovery shall be made from his/ her salary. The Bursar shall conduct quarterly review of all outstanding imprests.
- 10.4 Claims for reimbursement must be made on the standard form provided by the finance department, and be supported by invoices or other supporting documents.
- 10.5 A second imprest shall not be issued unless the previous imprest has been fully retired.
- 10.6 The holder of standing imprest shall renew the imprest regularly by submitting a summary of expenditure supported by certified as correct and coded by the Budget and Cost centre manager concerned.
- 10.7 All supporting vouchers for imprest must be certified as correct and coded by Budget and Cost centre manager concerned.
- 10.8 Imprest holders shall maintain a cash book to record all petty cash transactions made. The cash book shall be checked and balanced before any reimbursement is made.

Traveling, Subsistence and Other Allowances

- 10.9 It is the policy of KCMUCo that employees are reimbursed the actual cost of expenses incurred wholly, exclusively and necessarily in the performance of the duties of their employment. The rates and allowances for such expenses are approved by the Governing Board on the advice of its Planning and Finance Committee and included on all University's Travel and Expenses Claim Forms.
- 10.10 All claims for payment of subsistence allowances, traveling and incidental expenses shall be submitted for payment using the KCMUCo Travel Expense Claim Form and in accordance with the prevailing rules, rates and allowances. All claims must be supported by original receipts, vouchers, tickets, etc.
- 10.11 Claims by members of staff must be certified by their Heads of Department or Deans. The Provost shall certify the claims of Deputy Provost (Academics) and Deputy Provost (Administration). The Deputy Provost (Administration) shall also certify claims of the Provost. However, in the case of exceptional expenses for travel / subsistence, the Deputy Provost (Administration) shall certify the expenses of the Provost and the Deputy Provost (Academics) in particular if both the Provost and Deputy Provost (Academics) are involved in the same event. Certification shall be taken to mean that the journeys were authorized, the expenses properly and necessarily incurred and that the allowances are properly payable by KCMUCo.
- 10.12 All foreign visits made by KCMUCo staff must be formally requested, justified and approved prior to undertaking the travel, in accordance with the procedures contained in the KCMUCo Permission to Travel. The approved authorization and reporting procedures relating to such international travel will be communicated by the Bursar to all Deans and Heads who should ensure that all their staff are made aware of them and that they are complied with.
- 10.13 Traveling imprests shall be accounted for within two weeks after the journey for which it was intended is completed. If the imprest is not accounted for within this period, the Bursar is empowered to recover the full sum issued from the officer concerned. The imprest shall be accounted for by completing the appropriate imprest retirement form and submission of vouchers in respect of disbursement made and the repayment of any unexpended cash balance.

Petty Cash

- 10.14 The Bursar shall make available imprests to for the purpose of defraying petty cash expenses. The Deans and Heads shall submit an application in the appropriate pre-designed form to the Bursar requesting him to issue a standing imprest. Cash receipts must not be added to the petty cash float.

- 10.15 Such a petty cash float is provided to pay minor expenses and may not be used for wages or salaries, or for payments to regular suppliers. Petty cash floats must not be used for personal expenditure.
- 10.16 It may be used to reimburse travel expenses under an amount prescribed from time to time by the Bursar, on condition that a travel claim form is used.
- 10.17 Where a single item is for less than Tsh. 20,000 it should, wherever possible, be paid from departmental petty cash. All purchases must be supported by receipts or vouchers.
- 10.18 Requisitions for reimbursement must be sent to the Bursar, together with appropriate receipts or vouchers, before the total amount held has been expended, in order to retain a working balance pending receipt of the amount claimed.
- 10.19 The relevant Unit is responsible for the security of the float and the member of staff granted a petty cash imprest is personally responsible for its safekeeping. The petty cash box must be kept locked in a secure place in compliance with the requirements of KCMUCo insurers when not in use. Petty cash records and floats will be subject to periodic checks by the Deans and Heads or other independent person nominated by him or her.
- 10.20 Standard petty cash books are supplied by the Bursar and must be used for recording all imprest accounts.
- 10.21 The Bursar shall arrange for surprise checks of cash balances to be made at least once every three months.
- 10.22 At the end of the financial year a certificate of the balances held should be completed by the member of staff responsible for the float and countersigned by the Bursar.

PART 11
HANDING OVER OF CASH, STORES AND STOCKS

Handing and Taking over Procedures

- 11.1 When the duties of an officer, which involves the custody of KCMUCo money and other property, are handed over to another officer, the following procedure shall be adopted;
- (a) The officer handing over is to ensure that the books, which the money and other property in his custody are entered is up to date, ruled off and balanced and that the actual cash and other property in his custody agrees with the balance shown in his book.
 - (b) The officer taking over is to check the cash taken over in the presence of the officer handing over, and to satisfy himself / herself that the cash agrees with the balance shown in the record.
 - (c) The keys of the safe, cash box, store house, etc; are to be handed over immediately.
- 11.2 On completion of the above procedure both officers shall sign a certificate which will show the cash and bank balances and the keys, etc., which have been handed and taken over. Signing of this certificate should be witnessed by one representative from the Bursar's office and one representative from the office of the internal audit. Signed copies of this certificate shall be retained by both officers and the original sent to the Bursar.
- 11.3 If any discrepancy between the books and actual balances are revealed at the time of handing over, whether or not the handing over is of a temporary nature, the certificate accompanied by a report of the discrepancy should be forwarded to the Bursar. The Bursar shall then take immediate action to ensure that the discrepancy is investigated.
- 11.4 Where the handing/taking over involves security documents (for example, receipts, LPO books, cheque books, etc.) the officer taking over must satisfy himself / herself and ensure that such documents tally with the Index Registers.
- 11.5 These provisions shall also apply to the handing/taking over of all cash equivalents, stores and stocks.

PART 12
PROCUREMENT OF GOODS AND SERVICES

Administrative arrangements for Stocks and Stores

- 12.1 Deans and Heads are responsible for establishing adequate arrangements for the custody and control of stocks and stores within their departments.
- 12.2 Deans and Heads are responsible for ensuring that regular inspections and stock checks are made and that reconciliations of all stock movements are carried out. Stocks and stores of a hazardous nature such as chemicals and medicines should be subject to appropriate security checks.

Methods of Procurement

12.3 Procurement of goods and services shall be made by competitive tendering using the methods prescribed in the Regulations, as determined by the Tender Board, depending on the type and value of the procurement. In any case, the successful tender shall be the tender offering the lowest evaluated cost.

12.4 In circumstances where:-

- (i) Suppliers, contractors or consultants have already been pre-qualified, or
- (iii) There is an urgent need for the goods, works, or services such that it would be impracticable to engage in national or international tendering on competitive selection; or
- (iv) There is need to achieve certain social objectives by calling for the participation of local communities.

The KCMUCo Tender Board, as the procuring entity, may either restrict the issue of tenders in accordance with the procedures set, provided that;

- (i) The circumstances giving rise to the urgency were neither foreseeable by the procuring entity nor caused by dilatory conduct on its part; and
- (ii) That KCMUCo shall include in the records a statement of the grounds for its decision and the circumstances on which it relied to justify the restriction.

12.5 KCMUCo may engage in procurement by means of a receipt of competitive priced quotations for goods or services from at least suppliers or contractors provided that the estimated value of the procurement contract is less the amount set forth

in the Regulations as being the maximum allowed for such procurement and the successful quotation shall be that offering the lowest evaluated cost.

12.6 KCMUCo may engage in single source procurement and contract directly with a supplier, contractor or consultant for goods, works or services provided that it shall include in the record a statement of the grounds for its decision and the circumstances on which it relied to justify the restriction the restriction to procurement form single source.

12.7 Goods, works and services of minor value as per Appendix 2 may be procured directly and in accordance with the procedure prescribed in these Regulations.

12.8 Budget and Cost centre managers placing orders are responsible for ensuring that;

(a) Purchases are made by suppliers appointed by Tender Board.

(b) Funds are available to cover the purchase.

(c) Articles are not bought at enhanced prices as a result of neglecting to order

through the approved channels.

(d) An entry has been made in the Vote-Book recording the estimated or known commitment.

(e) The amounts committed in the Vote-Book are within their powers of authorization.

(f) Orders are not placed for quantities in excess of the requirement.

(g) Storage facilities are in existence for such stores.

(h) Overseas orders are placed at the correct time.

12.9 The store-keeper or such other person as shall be designated by the Bursar will be responsible for placing orders.

12.10 The store shall maintain all stores records necessary for the efficient running of stores.

Prohibition of Splitting Tenders and Contracts

12.11 Procurement by procuring entities shall be planned in such a manner that the same goods are not procured more than once every six months within the limits given to the official. Items that require constant use shall be procured on specified length of period on an annual basis. It is therefore not permitted to subdivide the

requirements in order to bring the total value of an order within the lower limits of authorization.

Placement of Orders

12.12 Ordering of goods or services shall be made by a Local Purchase Order (LPO) which shall be by the Budget and Cost centre manager and passed on to the Bursar for authorization. The order shall show the description of goods or services required, and an estimate of the cost.

Receipt of Stores

12.13 Budget and Cost centre managers receiving goods or stores must;

- (a) Check that the number of package is correct.
- (b) Examine the package for external signs of rough handling or having been tempered with while on transit.
- (c) Check that the weights are correct, and expiry dates.
- (d) If any of the weights disagree or signs of damage are seen the goods should not be accepted.
- (e) Initiate a claim where appropriate.
- (f) Check the stores against the invoice and or delivery note.
- (g) Where appropriate goods or stores received will be inspected by technical or other suitably qualified person.

12.14 It is the duty of the Budget and Cost centre managers and Store Keepers to ensure that the stores received are recorded correctly in the stores records.

Issue of Stores

12.15 The Store Keeper or Budget and Cost centre manager shall issue stores upon presentation of a stores requisition. The Requisitioning Officer will complete the appropriate order form, and submit in triplicate to Store Keeper for necessary action, in accordance with the Stores procedures.

12.16 Issue of stores by Storekeeper or other person having charge of stores shall be supported by requisition signed by an Authorized Officer stating the quantity of goods required and account chargeable. A receipt of the stores issued shall be obtained on a Stores Issue Voucher.

12.17 Issues should normally not be made from a fresh consignment of stores while any balance of previous consignment remains, i.e. First in First out (FIFO).

Stock Taking

12.18 Those Deans and Heads whose stocks require valuation in the Balance Sheet must ensure that the stock-taking procedures in place have the approval of the Bursar and that instructions to appropriate staff within their departments are issued.

12.19 Annually on 31st August each year the stocks as shown by the Stores Accounts shall be extracted on stock sheets. A complete stock taking shall be carried out by a responsible officer annually as near as practicable to 31st August and the actual stocks on hand being shown against ledger balances together with any resulting differences.

12.20 One representative from the Finance Department and one representative from the Internal Audit office shall be present at any stock-taking for the purpose of test-checking.

12.21 Each Budget and Cost centre manager shall sign the stock sheets or stock-records in respect of stores under his control and certify that the particulars shown thereon are correct and forward a stock certificate to the Bursar.

12.22 Any surplus or deficiencies exceeding T.Shs 200,000 revealed in terms of stock either at the annual stock taking or at any time shall be reported to the Planning and Finance Committee in order that authority to write off the deficiencies or to bring the surplus into charge may be obtained where necessary.

12.23 Stores and the assets deemed to be surplus or obsolete shall be disposed of either by sale or destruction upon the authorization of the Deputy Provost (Administration), where the value is less than T.Shs. 200,000, and of the Planning and Finance Committee where the value exceeds TShs. 200,000. Where the value exceeds T.Shs. 200,000 the disposal shall be by tender or auction.

PART 13
CARE AND CUSTODY OF GOODS, STOCKS AND STORES

Responsibility of Goods, Stocks and Stores

- 13.1 Deans and Heads are responsible for establishing adequate arrangements for the custody and control of stocks and stores within their departments. The systems used for stores accounting in departments must have the approval of the Bursar.
- 13.2 Deans and Heads are responsible for ensuring that regular inspections and stock checks are made and that reconciliations of all stock movements are carried out. Stocks and stores of a hazardous nature should be subject to appropriate security checks.
- 13.3 Deans and Heads shall arrange for the complete check of their inventories annually towards the end of the financial year and deficiencies or surpluses or obsolete items revealed.
- 13.4 Inventory forms will be prepared in duplicate, one copy to be retained by the person having charge of the inventory and original sent to the Bursar.
- 13.5 Every officer having charge of stores and Budget and Cost centre managers are responsible for safeguarding the stores and ensuring that they are properly sheltered, protected and maintained. These officers and Budget and Cost centre managers shall also ensure that sufficient levels of stores and stocks are maintained.

Storage of Goods, Stocks and Stores

- 13.6 All stores subject to deterioration by heat, cold, damp, exposure to light, insects or vermin should be protected, maintained in suitable storage conditions and frequently examined.
- 13.7 Fluids and tins and drums should wherever possible, be stored off the ground to enable leakage to be detected.
- 13.8 Chemicals, kerosene, petrol and other inflammable stores should not be kept in general stores unless separate space is not available in which case stringent precautions must be taken against fire.
- 13.9 Stores subject to deterioration should not be allowed to remain in stock for a long period of time.

PART 14
SELECTION AND EMPLOYMENT OF CONSULTANTS

General Selection Procedures

- 14.1 The selection procedure and evaluation criteria to be adopted shall be determined by the procuring unit prior to the invitation of consultants to submit proposals. Such criteria shall be considered by the Tender Board which will verify their suitability and make possible comments concerning them, and be included in the request for proposals.
- 14.2 The Tender Board has the right to give its approval or make comments on the effective application of the selection procedure defined by the procuring unit.
- 14.3 Types of selection procedures that shall be applied according to the characteristics of the services require are as follows;
- (a) Selection procedure based solely on technical quality, that is to say, the evaluation of the firm's competence, the staff seconded to the assignment and the technical value of the proposal. This is applicable to assignments of a complex technical nature and those with risks likely to have a negative impact on the resulting final project.
 - (b) Selection procedure based on technical quality with price consideration. This is applicable to assignments of variable complexity.
 - (c) Selection procedure which establishes the compatibility of technical proposal and the services and makes a selection on the basis of the lowest price.
 - (d) Selection procedure based on quality and fixed budget.

Selection based on technical quality

- 14.4 In the selection procedure based solely on technical quality, the firm which has submitted the best technically acceptable proposal shall be invited for negotiations
- 14.5 The envelope containing the financial proposal shall be in the firm's presence and its contents examined and where no agreement is reached, then the consultant whose technical proposal is ranked the second shall be invited for negotiations.

14.6 The exercise may continue until an agreement is reached with one of the firms whose technical proposals are considered satisfactory and retained.

14.7 The financial envelopes containing the proposals of firms not invited for negotiations will be returned.

Selection based on combined technical quality and price consideration

14.8 The selection procedure based on the combined technical quality and price consideration shall start with the evaluation of technical proposals.

14.9 The technical proposals considered satisfactory and classified by order of merit shall have the corresponding financial proposals.

14.10 After the necessary correction of arithmetic errors have been made, a score of 100% shall be given to the lowest financial proposal and the score given to each of the other financial proposals is proportionately reduced.

14.11 The technical and financial proposals are weighted as specified in the request for proposal and the combined value of the two proposals will be calculated for each firm.

14.12 Negotiations shall be initiated with the firm with the highest combined score until an agreement is reached with one of the firm whose technical proposals are considered satisfactory and retained.

Selection based on technical proposals and least cost considerations

14.13 The selection procedure based on the comparability of technical proposals and services involves evaluation of the technical proposal.

14.14 At the stage of examination of financial proposals, only the envelopes containing the financial proposals of the best ranked consultant shall be available. The necessary arithmetic corrections will then be made for the proposes of comparison and the consultant whose financial offer is considered the lowest shall be invited for negotiations.

14.15 If an agreement is not reached, the consultant whose financial offer is ranked second lowest, shall in turn be invited to negotiate and so on until an agreement is reached with one of the best ranked consultants.

Selection based on quality and fixed budget

14.16 The selection procedure based on quality and fixed budget involves evaluation of the technical proposal first. Firms whose technical proposals score equal or above the minimum specified threshold are floated in public. Proposals that exceed the fixed budget are rejected and negotiations start with the consultant with the highest ranked technical proposal.

Other methods of selection

14.17 In the circumstances, quality and cost based selection is not the most appropriate method for selecting consultants, and other methods are more appropriate, selection methods and the type of services to which they apply shall be determined by agreement between the Tender Board and the procuring unit. Some of these alternative methods are: Quality based selections; selection under a fixed budget; least cost selection; selection based on consultant's qualification; and single source selection.

Quality based selection

14.18 Quality based selection is appropriate for the following types of assignments;

- (a) Complex or highly specialized assignments for which it is difficult to define precise terms of reference and the required input from the consultants to demonstrate innovation in their proposal;
- (b) Assignments that have a high downstream impact and in which the objective is to have the best experts, such as feasibility and structural national significance, management studies of large government agencies; and
- (c) Assignments that can be carried out in substantially different ways, such that proposals will not be comparable such as management advice, and sector and policy studies in which the value of the services depends on the quality of the analysis.

14.19 In quality based selection, the request for proposals may request submission of a technical proposal only or request for submission of both technical and financial proposals at the same time, but in separate envelopes, that is, two estimated budget, but it may provide the estimated number of key staff time, specifying that this information is given as an indication only, and that consultants shall be free to propose their own estimates.

14.20 If technical proposals alone were invited, after evaluating the technical proposals using the same methodology as in quality and cost based selection, the procuring unit shall ask the consultant with the highest ranked technical proposal to submit a detailed financial proposal so that the procuring unit and the consultant shall then negotiate the financial proposal and the contract.

14.21 All other aspects of the selection process shall be identical to those of quality and cost based selection and if however, consultants were requested to provide financial proposals initially together with the technical proposals, safeguards shall be built in as in quality and cost based selection to ensure that the price envelope of only the selected are successfully concluded.

Selection under a fixed budget

14.22 Selection under a fixed budget is a method that is appropriate only when the assignment is simple and can be precisely defined, and when the budget is fixed.

14.23 The request for proposals shall indicate the available budget and request the consultants to provide their best technical and financial proposals in separate envelopes, within the budget.

14.24 Terms of reference shall be prepared to make sure that the budget is sufficient for the consultants to perform the expected tasks.

14.25 Proposals that exceed the indicated budget shall be rejected. The consultant who has submitted the highest ranked technical proposal among the rest shall be selected and invited to negotiate a contract.

Least cost selection

14.26 Least cost selection is a method that is more appropriate in selection of consultants for assignments of a standard nature such as audits, project or engineering design of noncomplex works, and so forth where well established practices and standards exist, and in which the contract amount is small.

14.27 Under such method, a “minimum” qualifying mark for the “quality” is established and the proposals to be submitted in two envelopes are invited from a short list.

14.28 Technical envelopes are opened first and evaluated. Those securing less than the minimum are rejected and the envelopes of the rest are in public and the firm with the lowest price shall then be selected.

14.29 Under such method, the qualifying minimum mark shall be established, keeping in view that all proposals above the minimum compete only on “cost”.

14.30 The minimum mark shall be stated in the request for proposals.

Selection based on consultants' qualifications

14.31 Selection based on consultants' qualifications is a method that may be used for very small assignments for which the need for preparing and evaluating competitive proposals is not justified. For the purpose of these Regulations 'very small assignments' means services whose value does not exceed the value of minor procurement as specified on Appendix 2.

14.32 In such cases, the procuring unit shall prepare the terms of reference, request expressions of interest and information on the consultants' experience and competence relevant to the assignment, establish a short list, and select the firm with the most appropriate qualifications and references.

14.33 The selected firm shall be asked to submit a combined technical financial proposal and then be invited to negotiate the contract.

Single source selection

14.34 Single source selection of consultants is a method that does not provide the benefits of competition in regard to quality and cost and lacks transparency in selection, and could encourage unacceptable practices.

14.35 The single source selection shall be used only in exceptional cases.

14.36 The justification for single-source selection shall be examined in the context of the overall interests of a procuring entity and the project, and a Tender Board's responsibility to ensure economy and efficiency and provide opportunity to all consultants to the extent possible.

14.37 Single-source selection may be appropriate only if it presents a clear advantage over competition in which case single source selection may be justified such as for tasks that present a natural continuation of previous work carried out by a firm; where a rapid selection is essential such as in an emergency operation, for very small assignments; or when only one firm is qualified or has experience of exceptional worth for the assignment.

14.38 When continuity for downstream work is essential, the initial request for proposals shall line this prospect and, if practical, the factors used for the selection of the consultant shall take into account the likelihood of continuity for downstream work.

14.39 Continuity in the technical approach, experience acquired, and continued professional liability of the same consultant may make continuation with the initial consultant preferable to new competition, subject to satisfactory performance in the initial assignment and for such downstream assignments, the procuring entity shall ask the initially selected consultant to prepare technical and financial proposals on the basis of terms of reference furnished by the procuring entity which shall then be negotiated.

14.40 If the initial assignment was not awarded on a competitive basis or was awarded under tied financing or reserved selection or if the downstream assignment is substantially larger in value, a competitive process acceptable to the Tender Board shall normally be followed in which the consultant carrying out the initial work is not excluded from consideration if it expresses interest and the Tender Board will consider exceptions to this rule only under special circumstances and only when a new competitive process is not practicable.

Selection of individual consultants

14.41 Individual consultants are normally employed on assignments for which;

- (a) Teams of personnel are not required
- (b) No additional outside professional support is required, and
- (c) The experience and qualifications of the individual are the paramount requirements.

14.42 Individual consultants are selected on the basis of their qualifications for the assignment and may be selected on the basis of references or through comparison of qualifications among those expressing interest in the assignment or approached directly by the procuring entity.

14.43 Individuals employed by a procuring entity shall meet all relevant qualifications and shall be fully capable of carrying out the assignment.

14.44 Capability shall be judged on the basis of academic background, experience and, as appropriate, knowledge of the local conditions, such as local language, culture, administrative system, and government organization.

14.45 From time to time, permanent staff or associates of a consulting firm may be available as individual consultants. In such cases, the conflict of interest provisions described in these Regulations shall apply to the parent firm.

14.46 In the selection and use of individual consultant's special attention shall be paid to national consultants.

14.47 The selection process for individual consultants comprises the following stages:

- (a) Preparation of the terms of reference and contract format;
- (b) Advertisement of the consultancy job;
- (c) Preparation of the estimated budget;
- (d) Preparation of the short list;
- (e) Evaluation of qualification and experience;
- (f) Negotiation of fees and contract terms;
- (g) Signing of contract;
- (h) Supervision and evaluation of services.

14.48 For short-term assignments of a few weeks to one or two months, the procuring unit may, after approval by the Tender Board, recruit a qualified individual consultant directly on the basis of information available to it.

14.49 The procuring unit shall consider the consultant's curriculum vitae and references and if these are satisfactory and the latter is available, the fees and contract terms may be negotiated.

14.50 For longer terms assignments, the procuring unit shall prepare a shortlist of three to seven consultants selected on the widest possible geographical base, containing no more than two consultants of the same nationality and includes at least one national consultant using the procuring unit's own sources of information. The individual consultant may also be recruited through governmental or international academic organizations or consulting firms.

14.51 Once the shortlist is established the procuring unit shall, on the basis of the curriculum vitae and other relevant information available to it, evaluate the qualifications and experience of each consultant, particularly in the field of the assignment concerned and classify them by order of merit.

14.52 The criteria to be used in the evaluation are the following;

- (a) general qualification and suitability of the task to be performed [30 to 60 percent]
- (b) experience in the specific assignment described in the terms of reference [30 to 50],
- (c) language proficiency [5 to 15 percent], and
- (d) knowledge of the country[0 to 10 percent],

14.53 The procuring unit shall contact the first individual consultant on the ranking and if he is available, fees and contract terms shall be negotiated.

PART 15
FIXED AND IMMOVABLE ASSETS

Acquisition of Fixed and Immovable Assets

15.1 The purchase, lease or rent of land, buildings or any other fixed assets can only be undertaken with authority from the Governing Board. Such considerations will normally be allowed only as part of the Kilimanjaro Christian Medical University College Annual Capital Development Programme requirements under the strategic planning procedures.

Care of Fixed and Immovable Assets

15.2 It shall be the overall responsibility of the Deputy Provost (Administration) to ensure that all fixed assets of KCMUCo are afforded appropriate safeguards and protection against waste, misuse, fraud, theft, pilferage, misappropriation, destruction and any other untoward acts and circumstances.

15.3 In particular and without prejudice to the generalities of the foregoing, the Deputy Provost (Administration) shall:

- (a) Ensure that the assets are adequately insured against fire, theft and other hazards
- (b) Institute and maintain necessary physical controls.
- (c) Take precautions against fire by placing and maintaining serviced fire fighting equipment in all KCMUCo Buildings and Stores. Provided that the benefits derived from such safeguards and controls justify the cost of setting up and maintaining such safeguards and controls.

Control of Fixed and Immovable Assets

15.4 The Deputy Provost (Administration) shall ensure that any asset whether movable or immovable issued to every officer and every employee of KCMUCo whether they were issued to such officer or employees as a tenant, or for use in doing his work, or for mere custody, is made fully responsible for the care, safety and proper use of such assets.

15.5 The Bursar is responsible for maintaining the KCMUCo fixed asset register of land, buildings, fixed plant and machinery. The register will record all assets purchased,

donated or built by the University. The Bursar shall ensure that all the KCMUCo movable fixed assets are properly indexed and marked.

15.6 In addition to the asset register maintained by Bursar, Deans and Heads are responsible for maintaining inventories of all plant, equipment and furniture and stores in their faculties and departments. The inventory must include items donated or held on trust. Inventories must be checked at least annually and retained in the form prescribed by the Bursar.

15.7 Every Budget and Cost centre manager shall prepare at least once in a year an inventory in a form agreed by the Bursar of buildings, all movable plant and machinery, and vehicles. As for furniture, equipment and fittings the Budget and Cost centre manager shall prepare an inventory to indicate condition and location of each item of asset for control purposes.

Charges on Kilimanjaro Christian Medical University College Assets

15.8 No charge shall be made on any fixed or immovable asset of KCMUCo without prior approval of the Governing Board after a recommendation from the Planning and Finance Committee.

These Financial regulations recommend the following rates of provision for the depreciation:

Nature of Assets	Depreciation Rate
• Leasehold Land	0%
• Buildings	5%
• Motor Vehicles	37.5%
• Office Machinery and Equipment	37.5%
• Furniture and Fittings	12.5%

Other Assets such as Biological Assets and Farm works shall broadly be covered by rates, which are statutorily applicable to the Government laws (Tanzania Revenue Authority).

Disposal of Fixed and Immovable Assets

15.9 No fixed or immovable asset of the Kilimanjaro Christian Medical University College shall be disposed off without the approval of KCMUCo Governing Board.

PART 16
BOARD OF SURVEY

Appointment, Composition and Duties

16.1 (a) The Deputy Provost (Administration) shall appoint a Board of Survey to examine and verify any assets of the Kilimanjaro Christian Medical University College when it is deemed necessary.

(b) The Board will consist of not less than five members appointed by the Deputy Provost (Administration). The Deputy Provost (Administration) shall also appoint the Chairperson of the Board of Survey and the Head of the Section responsible for procurement and supplies shall be the Secretary to the Board of Survey.

(c) At any meeting of the Board of Survey one half of members shall constitute a quorum.

(d) Any person, who has been appointed but is unable to serve on the Board because of emergency, is to report the fact immediately to the Deputy Provost (Administration) who will nominate another suitable member to serve on the Board.

(e) The Board of Survey may establish sub committees which shall consist of persons who are, or are not members of the Board for the purpose of advising the Board on any specific matter.

16.2 An officer whose assets [e.g. cash balances, securities and inventory] are to be surveyed must be present in his office at the time when the Board has arranged to attend, and ensure that the survey can be carried out with as little interference as possible. He/she must have all books of accounts balanced, inventory records, cash and securities readily available for inspection.

16.3 The Chairman of the Board of Survey is to advise Deans and Heads concerned and members of the Board as to the time and place at which the Board will assemble.

Reporting

16.4 After the surveying, the Board is to submit a report to the Deputy Provost [Administration] signed by all members of the Board. The Deputy Provost [Administration], on receipt of the report shall arrange to implement the recommendations in an appropriate manner.

Special Board Survey

16.5 The Board of Survey may, from time to time, be appointed by the Deputy Provost [Administration] to sit as a Special Board of Survey for the disposal of assets that are either surplus to requirements or no longer serviceable, or to verify existence and condition of any asset as desired by the Deputy Provost [Administration]

16.6 In instances of disposal of assets, if the Board of Survey is satisfied that disposal is the best course of action for assets under consideration it shall make such recommendations in a report to the Deputy Provost [Administration]

16.7 With the approval of the Deputy Provost [Administration] the Board of Survey shall advise on the best manner of disposal of the assets proposed for disposal.

PART 17
TENDER BOARD

Appointment, Membership and Proceedings

17.1 The Tender Board for KCMUCo shall consist of eight (8) members appointed by the Provost as follows:-

(a) The Chairman,

(b) Six members who are Deans and Heads of Departments or persons of similar standing; and

(c) The secretary who shall be a procurement officer/accountant or any other person that seems fit.

17.2 The Provost shall inform the Public Procurement Regulatory Authority the composition of the Tender Board and the qualifications of its members not later than fourteen days from the date of its appointment.

17.3 The Chairman of the Tender Board shall be one of the Deans or Heads of Department or a person of similar standing and who shall be appointed by the Provost. The Chairman and members of the Tender Board shall be appointed for a period of three years and shall be eligible for re-appointment for a further period of three years.

17.4 The Head of the Procurement Management Unit or the Unit responsible for procurement and supplies shall be the Secretary to the Tender Board.

17.5 The Tender Board may invite any person, whose presence is, in its opinion, desirable to attend and to participate in the deliberations of the meeting of the board but such person shall have no vote.

17.5.1 (1) Except as provided for in the Regulations, the Kilimanjaro Christian Medical University College Tender Board shall determine its own procedure.

(2) Tender Board shall meet at such times and places being not less than once in a month as the Chairman may determine.

(3) The Tender Board may establish sub-committees which shall consist of

persons who are, or are not, members of the board for the purpose of advising the board on any specific matter.

(4) The Tender Board shall cause minutes of the proceedings of every meeting to be kept in an proper form and shall be confirmed by the Board and signed by the Chairman and the Secretary at the next meeting of the Board.

(5) At any meeting of Tender Board, one half of the members shall constitute a quorum.

Duties of the Tender Board

17.6 The Tender Board shall be responsible for the following:

- (a) Justification of recommendations from the Procurement Management Unit and award of contract,
- (b) Review all applications for variations, addenda or amendments to ongoing contracts.
- (c) Approving tendering and contract documents
- (d) Approving procurement and disposal by tender procedures.
- (e) Ensuring that best practices in relation to procurement and disposal by tender are strictly adhered by procuring entities.

PART 18

ANNUAL ACCOUNTS AND AUDIT

Legal Requirement

18.1 The Provost shall submit or cause to be submitted to the Kilimanjaro Christian Medical University College Statutory Auditors the annual Financial Statements of the University within three months after 31st August each year for audit.

Statutory Audit

18.2 The Kilimanjaro Christian Medical University College statutory external auditors shall have authority to:

- Access Kilimanjaro Christian Medical University College premises at reasonable times
- Access all assets, records, documents and correspondence relating to any financial and other transactions of the Kilimanjaro Christian Medical University College,
- Require and receive such explanations as are necessary concerning any matter under examination,
- Require any employee of the Kilimanjaro Christian Medical University College to account for cash, stores or any other Kilimanjaro Christian Medical University College property under his/her control, and
- Access records belonging to third parties, such as contractors when required.

18.3 The primary role of external audit is to report on the Kilimanjaro Christian Medical University College annual Financial Statements and to carry out such examination of the statements and underlying records and control systems as are necessary to reach their opinion on the statements and to report on the appropriate use of funds.

18.4 It shall be the duty of the Bursar to obtain written acknowledgement of all accounting books and records and returns and any other documents related to these and hand them over to the Kilimanjaro Christian Medical University College Statutory Auditors for conduct the audit of the Accounts of the Kilimanjaro Christian Medical University College

18.5 The Provost shall give the Kilimanjaro Christian Medical University College Statutory Auditors every facility necessary to carry out the audit.

- 18.6 It shall be the duty of the Provost to reply promptly to any observations and queries raised by the Kilimanjaro Christian Medical University College Statutory Auditors.
- 18.7 The use of green pencil and ink shall be exclusively reserved for Kilimanjaro Christian Medical University College Statutory Auditors and officers of the Internal Audit Department, and the Bursar shall ensure that they are not, in any circumstances used in the preparation of receipts, payment vouchers or other accounting entries or returns in any of the other offices of Kilimanjaro Christian Medical University College.

Retention of Accounting Documents

- 18.8 All accounting documents and records shall be retained in an orderly manner and satisfactory condition within the Kilimanjaro Christian Medical University College. Appendix III lists types of documents and retention periods as per the Kilimanjaro Christian Medical University College Document Retention Policy.

Auditor's Report

- 18.9 The Provost shall submit to the Governing Board the Auditor's Report on the accounts of the Kilimanjaro Christian Medical University College as soon as practicable but not later than the subsequent Governing Board meeting. The Audit Report shall state whether or not section 2.4 of these Regulations has been complied with.

Other Audits

- 18.10 The Kilimanjaro Christian Medical University College may, from time to time, be subject to audit or investigation by external bodies such as the Tanzania Revenue Authority, etc. They have the same rights of access as external and internal auditors.

PART 19
ACCOUNTING POLICIES AND PRACTICES

- 19.1 The Kilimanjaro Christian Medical University College shall determine from time to time the appropriate accounting policies in conformity with International Financial Reporting Standards (IFRS).
- 19.2 The policies shall be approved by Governing Board before they are effected in the preparation of Financial Statements of Kilimanjaro Christian Medical University College
- 19.3 The detailed accounting procedures and practices shall be embodied in Financial Accounting, Financial Management, Costing, Purchasing and Stores, and Authority Manuals, where these are operational.
- 19.4 The Governing Board shall approve such Financial Accounting, Financial Management, Costing, Procurement and Supplies, and Authority Manuals to be companion guides to the Kilimanjaro Christian Medical University College Scheme of Service and Terms of Conditions of Service. These shall supplement these regulations but not replace them.

PART 20
TREASURY MANAGEMENT AND INVESTMENT

Authority to Invest

20.1 The Governing Board has power to invest funds, properties and other assets of the Kilimanjaro Christian Medical University College in such investments, and subject to such conditions as are prescribed by the Charter, in relation to investment by a Trustee.

Objectives

20.2 Kilimanjaro Christian Medical University College may establish economically viable investment/projects for the purposes of:

- (a) Augment the Kilimanjaro Christian Medical University College sources of Income.
- (b) Improving and facilitating the provision of goods and services to the Kilimanjaro Christian Medical University College and its community.
- (c) Providing, whenever possible areas for practical training.

Viability Study

20.3 All projects envisaged to be established by the Kilimanjaro Christian Medical University College must be supported by feasibility studies and project write-ups and reports showing the economic viability of such projects. On receipt of such reports the Deputy Provost [Administration] in consultation with the Bursar shall recommend the project proposal to the Governing Board through the Planning and Finance Committee.

Reporting Relationships

20.4 The Governing Board is responsible for the custody and investment of all of the Kilimanjaro Christian Medical University College funds. It is advised in this respect by the Planning and Finance Committee in the case of cash, money market investments and borrowing – i.e. the traditional treasury management function as well as in the case of endowment asset investments and fixed asset investments – i.e. investments held for the longer term and not for immediate realization.

20.5 The Bursar is responsible for maintaining records of all investments, both capital and income, for arrangements to ensure the safe custody of all relevant documents and for reporting investment performance regularly to the responsible committees.

- 20.6 The Planning and Finance Committee is responsible to the Governing Board for approving a treasury management policy concerning the management of all cash money market investment and capital market transactions in connection with the cash and funding resources of the Kilimanjaro Christian Medical University College and the control of the associated risks. The Planning and Finance Committee has a responsibility to ensure implementation, monitoring and review of such policies.
- 20.7 All executive decisions concerning short-term borrowing, investment or financing shall be delegated to the Bursar and an appropriate reporting system set up. All borrowing shall be undertaken in the name of the Kilimanjaro Christian Medical University College.
- 20.8 The Bursar will report to each meeting of the Planning and Finance Committee on the activities of the treasury management operation and on the exercise of treasury management powers delegated to him/her.

Donations, Gifts and Bequests

- 20.9 All Donations, gifts, bequests etc. are received on behalf of the Kilimanjaro Christian Medical University College by the Governing Board. Details of all such receipts and any conditions attached to them will be reported to the Governing Board by the Planning and Finance Committee. Similarly, where the bequest, donation etc. stipulates that the capital should be used to endow a scholarship or prize fund or that it should be used for a specific 'academic' purpose, a report should also be made to the SENATE.
- 20.10 The Governing Board will exercise the duties of trustees for any bequests made under the Charter.

Appropriation of Incomes from Capital Funds

- 20.11 The interests on capital funds invested shall be credited to the Capital Contingency Reserve Fund; save in so far as a benefactor prescribes that it shall be otherwise employed. The Governing Board will approve regulations governing the use of such funds after having received advice from the Planning and Finance Committee.

Formation of Companies

- 20.12 In certain circumstances it may be advantageous to the Kilimanjaro Christian Medical University College to establish a company to undertake services on its behalf. In this respect the Governing Board is responsible for approving the establishment of companies and the procedure to be followed in order to do so. The process involved in forming a company and arrangements for monitoring and

reporting on the activities of subsidiary undertakings shall be approved by the Governing Board acting on advice from the Planning and Finance Committee.

20.13 It is the responsibility of the Governing Board to establish the shareholding arrangements and appoint directors of companies wholly or partly owned by the Kilimanjaro Christian Medical University College.

20.14 The directors of companies where the Kilimanjaro Christian Medical University College is the majority shareholder must submit, via the Planning and Finance Committee, quarterly and the annual report to the Governing Board.

PART 21 INSURANCE

Policies and Records

- 19.5 All the Insurance policies of the Kilimanjaro Christian Medical University College shall be under the direction and control of the Bursar.
- 21.1 All Budget and Cost centre managers and Heads of Departments shall give prompt notification to the Bursar of all new risks and additional property and equipment which require to be insured and the amount of cover require and of any alterations affecting existing risks or insurances, and the Bursar shall take such steps as are desirable to insure adequately against the risk involved.
- 21.2 The Bursar shall at least once in each year, furnish Budget and Cost centre managers and/ Heads of Departments with details of all Insurance policies in force affecting their department. Each Budget and Cost centre manager or Head of Department shall review the Insurance policies in order to ensure that all the properties, equipment and other risks for which insurance should be affected are adequately covered. Particulars of any risks not insured shall be notified to the Bursar.
- 21.3 The Bursar shall keep a register of all Insurance policies affected by the Kilimanjaro Christian Medical University College and the risk covered.

Claims

- 21.4 Each Budget and Cost centre manager shall notify the Bursar of all claims and losses within 48 hours of occurrence of the event, giving full account of the loss, the time of the incident and any person injured or property damaged. The Bursar shall intimate/transmit the claim to insurers within seven (7) days from the date of accident, death or loss.
- 21.5 All money due and received from the insurers shall be payable to Kilimanjaro Christian Medical University College and immediately deposited into KCMUCo's bank account.

PART 22
IRREGULARITIES

Duty to Report Occurrence of Losses and Irregularities

22.1 On occurrence of any loss of Kilimanjaro Christian Medical University College money or property from whatever cause, an immediate report is to be made by the Deans and Heads where the loss occurred, to the Provost, the Bursar, the Chief Internal Auditor and Insurance Officer. Such a loss report shall contain information on where the loss occurred, officers involved, circumstances in which the loss occurred, proposed action or action taken, etc. Detailed illustrative example of loss report is shown on the Appendix.

22.2 Where the loss is:

- (a) Not due to negligence or dishonesty of an officer of the Kilimanjaro Christian Medical University College, the Provost will take such action as he may deem fit.
- (b) Due to dishonesty and/or negligence on the part of the member of staff of the Kilimanjaro Christian Medical University College the Provost shall immediately report the matter to the Police depending on the materiality and the circumstance under which the loss happened.
- (c) Where the circumstances under which the loss of Kilimanjaro Christian Medical University College money or property is not apparent, the Provost shall immediately appoint an Inquiry Board for detailed investigation. On receipt of such report, the Provost shall report to the police or take such measure, as he may deem necessary.

22.3 An officer of the Kilimanjaro Christian Medical University College who discovers a loss or irregularities regarding the handling of Kilimanjaro Christian Medical University College assets, money or property shall report immediately the circumstances to the Cost centre manager who shall take up the matter as required by Regulation 22.1.

22.4 It is not within the discretion of any member of staff to withhold a report of any case of loss notwithstanding that restitution is to be made.

PART 23
STAFF CONDUCT AND PROHIBITIONS

Conduct of Staff and Members

23.1 The Kilimanjaro Christian Medical University College expects that staff and members at all levels will observe the three fundamental principles for all organizations reflected in the concepts of integrity and accountability, in relation to:

- Probity and propriety
- Selflessness, objectivity and honesty
- Relationships.

23.2 The Kilimanjaro Christian Medical University College is to conducting all of its affairs in a transparent and fully accountable manner. It is central to the proper conduct of the Kilimanjaro Christian Medical University College business that chairman and members of the Governing Board and its Committees should act and be perceived to act impartially and not be influenced in their role as governors by social and business relationships. Members who have a pecuniary, family or other personal interest in any matter under discussion at any meeting of the Governing Board or one of its Committees at which he/she is present, shall as soon as practicable disclose the fact of his/her interest to the meeting and shall withdraw from that part of the meeting. A member of the Governing Board or its Committees is not, however, considered to have a pecuniary interest in matters under discussion merely because he/she is a member of staff or a student of the institution. Nor does the restriction of involvement in matters of direct personal or pecuniary interest prevent members from considering and voting on proposals to insure the governing body against liabilities, which it might incur.

23.3 The Kilimanjaro Christian Medical University College also requires staff to declare and register their interests where they are in a position to exert influence on policy decisions of the Kilimanjaro Christian Medical University College, or in such matters as the choice of suppliers and contractors. Similarly, the Kilimanjaro Christian Medical University College recruitment procedures require applicants to declare any known connection with existing members and staff of Kilimanjaro Christian Medical University College. Members of recruitment panels are also similarly required to declare such connections.

23.4 The Secretary to the Governing Board shall maintain the Kilimanjaro Christian Medical University College Register of Interests for all members of the Governing Board and its sub-committees having delegated authority, together with those senior administrative staff in the Kilimanjaro Christian Medical University College who are in a position to exert influence on policy decisions of the Kilimanjaro

Christian Medical University College. The Register of Interests shall be updated on an annual basis.

- 23.5 In the interests of probity, and public accountability, staff and members of the Kilimanjaro Christian Medical University College must ensure that in all dealings with commercial partners, members of the public, colleagues, etc; the interests of the Kilimanjaro Christian Medical University College are paramount, and that personal or family gain, or the perception thereof, must be avoided.
- 19.6 The Kilimanjaro Christian Medical University College will not do business with companies, organizations, individuals, etc; that seek to circumvent its procurement, tendering, recruitment policies, etc; or that offer or provide inducements whatsoever to the Kilimanjaro Christian Medical University College staff and members. In the event of any breach of this condition, Kilimanjaro Christian Medical University College shall, without prejudice to any other rights it may possess, be at liberty forthwith to terminate the relationship with the organization or individual concerned and to recover from it any loss or damage resulting from such termination.

Prohibitions

- 23.6 Officers of KCMUCo, Members of the Tender Board and Heads of Units as well as tenderers, suppliers, contractors shall proceed in a transparent and accountable manner during the procurement and execution of contracts. Where KCMUCo or another approving authority is, after appropriate investigations, satisfied that any person or firm, to which it is proposed that a tender be awarded, has engaged in corrupt or fraudulent practices in competing for the contract in question, KCMUCo or the approving authority may:-
- (a) reject a proposal for award of such contract
 - (b) declare any person or firm ineligible for a period of ten years to be awarded a public financed contract. This is a prerogative of the higher authority;
- 23.7 (1) No person, whether such person has made an offer or not shall, with intent to gaining any advantage or concession for himself or any other person;_
- (a) offer any member or an associate of a member of a Tender Board or its committee or any employee or an associate of an employee of a Tender Board or its committee or any consultant or an associate of any consultant or a person or an associate of any person providing services, a gift of money other valuable thing; or

- (b) approach any member or any associate of a member of a Tender Board or its committee or any of its officers or an associate of any officer with respect to any matter that is before that Tender Board or committee or that is expected to come before a Tender Board or a committee.
- (2) No member of KCMUCo or member of the Tender Board shall accept a gratuity in any form, any offer of employment or any other thing, service or value as an inducement with respect to an act or decision of, or procedure followed by, KCMUCo in connection with any procurement proceedings or tender; and KCMUCo shall promptly reject a tender of any supplier, contractor or consultant who gives, agrees to give or offers, directly or indirectly any such inducement.
- (3) Procurement shall not be made from a public officer or associate of a public officer acting in a private capacity, either alone or as a partner in a partnership or as an officer of a company.
- (4) KCMUCo shall not include in any tender documents any condition or specification such as to favour any one supplier, contractor or consultant.
- (5) Any member of the Tender Board or KCMUCo member of staff shall declare any interest that he may have in any supplier, contractor or consultant, and shall take no part, nor seek to influence in any way, procurement proceedings in which that supplier, contractor or consultant is involved or liable to become involved.
- (6) Any tender proved to have been awarded on the basis of inducement as provided in the preceding subsections shall be revoked forthwith and the same shall be reported to the relevant professional body for ethical proceedings.

- (7) A supplier, contractor or consultant whose tender proposal has been rejected or revoked on the grounds of inducement and corrupt practices shall not be able to qualify or pre-qualify in any procurement proceedings during the ten years following the date of the notice of such rejection or revocation.
- (8) Any rejection or revocation on the grounds of inducement or corrupt practices shall not be able to qualify or pre-qualify in any procurement proceedings during the ten years following the date of the notice of such rejection or revocation.

23.8 (1) A supplier, contractor or consultant, in relation to KCMUCo contract shall, within thirty days after the execution of the contract, furnish in writing to the Prevention of Corruption Bureau/Police a statement:-

- (a) Stating particulars of any consideration given or to be given to any person or organization for the purpose of as a commission for obtaining the contract; and
- (b) Giving the names of the persons to whom and the organization to which any such consideration was or is to be given.

(2) If no such consideration is to be given to any person or organization, a statement furnished pursuant to subsection (1) above shall so state.

Reporting Prohibited Conduct

19.7 The Bursar should be informed immediately whenever any matter arises which involves, or is thought to involve, financial irregularities in the exercise of the functions of the Kilimanjaro Christian Medical University College

23.9 The Bursar shall inform the Provost of any such reports so that the Provost in turn, may inform the Chairperson of the Planning and Finance Committee and the Chairperson of Governing Board as appropriate to the particular seriousness of the incident in question.

APPENDIX III: DOCUMENT RETENTION POLICY

The period for retaining documents is a complex issue and it is a decision that must be taken by the management of each organization. The most favorable retention period will allow for records to be kept only as long as they are really needed for legal and commercial purposes. A programme should be drawn up to select records that are to be retained or destroyed in order to keep the volume of records under control. The retention policy should be just one of the elements comprised in a much broader programme covering records management.

In determining appropriate retention periods the following aspects need to be considered:

- economy;
- legal and related requirements;
- potential demand within the organization;
- historical value

19.8 There are few firmly established regulations to follow in deciding how long to keep documents. However, this guideline covers recommended minimum retention periods for accounting records to discharge the Kilimanjaro Christian Medical University College and statutory obligations in respect to the various taxing authorities and audit requirements.

	Document type	Retention
1.	Finance	
1.1	Financial Planning:	
	Financial Forecasts and Budgetary Working Papers.	Current Financial Year plus 6 years

	Final Estimates.	Permanent
	Financial Strategy	Permanent
1.2	Financial Reporting	
	Closing papers and notes related to year end accounts.	Current Financial Year plus 10 years
	Financial Statements and Detailed Accounts	Permanent
1.3	Ordering	
	Tendering documentation (RFPs, invitations, bids, evaluations, etc).	Current Financial Year plus 7 Years
	Official Orders.	Current Financial Year plus 7 Years
	Delivery Notes, Goods Received Notes.	Current Financial Year plus 7 Years
1.4	Purchasing	
	Purchase invoices, credit notes, including expense claims, petty cash floats, etc.	Current Financial Year plus 7 Years
	Cheque authorization reports.	Current Financial Year plus 7 Years
	Management of relationship with suppliers.	Termination dates plus 2 years
1.5	Sales	
	Sales Invoices/Credit Notes	Current Financial Year plus 7 Years
	Sales Receipts documentation, till rolls, etc.	Current Financial Year plus 2 Years
	Sales Ledgers	Current Financial Year plus 2 Years
	Statements	Audit plus 2 years

1.6	Management of Bank Accounts	
	Paying-in Books	Current Financial Year plus 2 Years
	Bank Statements.	Current Financial Year plus 7 Years
	Cancelled Cheques.	Current Financial Year plus 7 Years
2.	Payroll	
	Payroll amendment notifications.	Current Financial Year plus 7 Years
	Deduction authorities.	Current Financial Year plus 7 Years
	Tax Code notifications.	Current Financial Year plus 7 Years
	Salary advices.	Current Financial Year plus 7 Years
	Bank transfer reports.	Current Financial Year plus 7 Years
3.	Personnel	
	Individual staff files.	Date of leaving plus 10 years
	Redundancy records - < 20	Redundancy date plus 3 years
	Redundancy records - <20	Redundancy date plus 12 years.
	Organizational Development: Staffing Structure.	Permanent
	Staff Performance Appraisal Reports	6 years from end of employment
	Application forms/interview notes	Interview date plus 1 year
4.	Insurance	
	Insurance management.	Policy termination plus 6 years
	Insurance claims	Settlement plus 7 years

5.	Tax Management	
	VAT assessment, tax returns	Current Financial Year plus 7 Years
	Income Tax year end returns, etc.	Current Financial Year plus 7 Years
	Tax claims	Current Financial Year plus 7 Years
6.	Investments/Treasury, etc.	
	Cash management (short loans, etc.)	Current Financial Year plus 7 years
	Long-term Investments policy	Permanent
	Acquisition of Investments – Contracts, etc.	Disposal plus 7 years
	Disposal of Investments – contracts etc.	Disposal plus 7 years
	Portfolio Valuations	Permanent
7.	Rent and Lease Administration	
	Booking forms, etc	Termination of Agreement plus 6 years
	Conferences/Special Catering provisions, etc.	Current plus 6 years
8.	Estate Management	
	Legal Aspects of Ownership Deeds, Licences, Leases, Planning Applications, etc.	Permanent
	Administration of Properties, etc.	Disposal plus 10 years

