

DAR ES SALAAM UNIVERSITY COLLEGE OF EDUCATION

FINANCIAL REGULATIONS

2017

PREAMBLE

The Dar es Salaam University College of Education (DUCE) was declared a Constituent College of the University of Dar es Salaam through the Government Notice No. 202 published on 22nd July 2005, under Section 55(1) of the University of Dar es Salaam Act, No. 12 of 1970. The Order came into operation on 1st September 2005. DUCE was granted its Charter on 18th August, 2010.

To conduct its business, like other organisations, DUCE needs to ensure that it has sound financial management systems in place and that are strictly adhered to. The revision of the existing Financial Regulations is part of the process and aims to set out the College's fundamental financial policies and procedures.

These Financial Regulations repeal the College Financial Regulations developed in 2006, to accommodate current issues in finance, Government Policies and Laws.

The primary objective is to ensure proper use, management and reporting of finances and resources in a manner which satisfies the College's requirements for accountability, internal control, management of financial risk, and compliance with all legal and financial obligations.

These financial regulations set out a broad framework for financial management systems, controls, and procedures adopted by the College to ensure its assets are safeguarded and its resources are utilised effectively and efficiently. The regulations shall be supplemented by detailed procedural instruction manuals, such as the Accounting and Operational Services manuals.

Compliance with the financial regulations is compulsory for all staff connected with the College; and each member of staff shall have access to the Financial Regulations. A member of staff who fails to comply with the Financial Regulations will be subjected to College disciplinary action. It is the responsibility of department heads to ensure that their staff are aware of these financial regulations. In cases of doubt regarding the interpretation of these regulations, clarification may be sought from the Deputy Principal (Administration).

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PART 1

INTRODUCTION

1.1 Title and Date of Commencement

- 1.1.1 These Regulations shall be cited as the Dar es Salaam University College of Education Financial Regulations 2017.
- 1.1.2 These Regulations repeal the Dar es Salaam University College of Education Financial Regulations of 2006 and shall come into force upon approval by the Governing Board of the Dar es Salaam University College of Education.

1.2 Interpretation

In these Regulations, unless the context otherwise requires:

'Accounting Officer' means the Principal or any person appointed by the appointing authority to act in the position of the Principal.

'Budgetary units' shall include directorates, the Faculty, Department and Unit of the College.

'Bursar' means the person appointed by the Governing Board to that post.

'Chief Internal Auditor' means the person appointed by the Governing Board to that post.

'Contractor' means a company, corporation, organisation, partnership, Consultant or person engaged in or able to be engaged 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 the College.

'College' means the Dar es Salaam University College of Education.

'College Funding Promotion Committee' shall be the committee established under Rule 45 of the 1st schedule to the College Charter 2010.

'Deputy Principal (Administration)', the person appointed to that post pursuant to Rule 7 of the 1st schedule of the College Charter, 2010.

'Estates Manager' means the person appointed by the Governing Board to that post or a staff member appointed by the Principal to act in the position of the Estates Manager during his absence.

'Governing Board' means the Governing Board of the Dar es Salaam University College of Education established under Article 19 (1) of the Dar es Salaam University College of Education Charter, 2010.

'Imprest' means funds in the form of cash issued to staff of the Dar es Salaam University College of Education who require cash to be readily available without prior submission of vouchers for immediate payments for official purposes.

'Imprest Holder' means an officer of the Dar es Salaam University College of Education to whom an imprest has been issued.

'Principal' means the person appointed to that post pursuant to Rule 6 of the 1st schedule of the College Charter, 2010

'Regulations' means Dar es Salaam University College of Education Financial Regulations 2017.

'Related Party' means

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

'Virement' shall mean varying the amount allocated to each warrant or item of a warrant, provided that the action does not exceed the total amount of authorised budget by the Governing Board.

'Warrant Holder' shall be an officer authorised to incur expenditure in accordance with the terms of the warrant.

1.3 Application

- 1.3.1 These Regulations shall apply to the conduct of all the financial affairs of the College, irrespective of the source of funding, and shall be read together with the Public Finance Act 2001 and other written laws, regulations, Government circulars, the College Charter, and other College operational manuals.

- 1.3.2 The Principal shall be responsible to the Governing Board for the enforcement of these Regulations.
- 1.3.3 Where the provisions of these Regulations conflict with any written Laws and Government circulars, the provisions of such written laws and circulars shall prevail.

PART 2

DUTIES AND RESPONSIBILITIES RELATING TO FINANCES

2.1 Duties and Responsibilities of the Principal

The Principal shall:

- 2.1.1 Be the Accounting Officer of the College with overall responsibility and accountability over the assets and finances of the College.
- 2.1.2 be responsible to the Governing Board for the implementation of all financial decisions, administrative execution of the powers and interpretation of these Financial Regulations;
- 2.1.3 Ensure that the financial procedures established by the Government Notice, these regulations and any instructions issued by the Governing Board are followed and that accounting records are maintained in a form suited to the requirements of management.
- 2.1.4 ensure that the College funds and resources for which he is responsible as Accounting Officer are properly and well managed and safeguarded, with independent and effective checks of cash balances in the hands of any employee; similar care, including checks as appropriate, must be taken of stores, equipment or property of any kind held by the College;
- 2.1.5 establish and maintain an effective system of internal control over the financial and related operations, and establish and maintain an effective internal audit of the College, which shall be responsible to him for:
 - a) The regular appraisal of the adequacy of compliance with the system of internal control;
 - b) The review of operations or programmes to ascertain whether results are consistent with established objectives and goals, and whether the operations or programmes are being carried out as planned; and
 - c) The regular reporting to him/her of the results of any appraisal, inspection, investigation, examination or review conducted by the College;
- 2.1.6 Produce when required by the College Auditors or Controller and Auditor General or any other Government authority, all cash book records or vouchers and reply substantively to any queries raised within the time period set;
- 2.1.7 Ensure that the arrangements for the collection of revenue are conducive to its maximisation;

- 2.1.8 Cause to be prepared quarterly financial reports for submission to the Governing Board and Final Accounts at the end of the financial year for auditing before submission to the Governing Board of such audited accounts.

2.2 Duties of the Deputy Principal (Administration)

The Deputy Principal (Administration) shall:

- 2.2.1 Be the chief advisor to the Principal for the efficient and effective management of all matters pertaining to planning, finance and administration of the College.
- 2.2.2 Plan, direct and coordinate planning, finance and development processes.
- 2.2.3 Effectively and efficiently manage all human resources and administration functions of the College.
- 2.2.4 Provide expert advice in the conceptualisation, design with respect to resource mobilisation, implementation, evaluation and timely feedback on the College's projects and programmes.
- 2.2.5 Coordinate policies, procedures and practices of financial management and control.
- 2.2.6 Be the interpreter of these Regulations and have the duty to enforce these Regulations in all units of the College, whether independent or not.
- 2.2.7 Have such powers as the Principal may delegate to him/her in writing.

2.3 Duties and Responsibilities of the Bursar

The Bursar shall:

- 2.3.1 Be responsible to the Deputy Principal (Administration) for financial planning, the keeping of the accounting records and for all the financial matters of the College.
- 2.3.2 Be responsible for supplying such information as may be required for the preparation of reports on the activities of the College as required under the provisions of the College Charter, 2010.
- 2.3.3 The Bursar shall ensure bursaries for Students from the relevant Ministry are correctly , paid, and accounted for.
- 2.3.4 The Bursar shall keep proper accounts and, as soon as is practicable but within three months after the end of each financial year, produce to the Auditors of the College the financial statements as at 30th June of each Financial Year;

- 2.3.5 Have the responsibility of managing the financial affairs of the College with strict regard for economy and shall inform the Deputy Principal (Administration) if, in his opinion, a Warrant Holder fails to respond satisfactorily to advice and direction regarding the efficient and economical discharge of the responsibility of the Warrant Holder.
- 2.3.6 Be responsible for authorising all orders made out by Warrant Holders before they are sent to the suppliers and for checking that the order will not cause the Warrant to be exceeded.
- 2.3.7 Be responsible for supplying quarterly statements to the Deputy Principal (Administration), which shall show the amount of funds allocated to each recurrent account and the expenditure incurred up to the end of the current quarter.
- 2.3.8 Advise heads of budgetary units on all taxation and other financial matters that require compliance.
- 2.3.9 Be responsible for maintaining the College's tax records, ensuring all requisite tax compliance, and overseeing and pursuing all rights, privileges and relief or special treatment to which the College is entitled under any written laws.
- 2.3.10 The Bursar shall be responsible for authorising all payments made to staff and third parties. He or she must ensure that all payment vouchers are accurately worded, approved by the proper authority, properly recorded, filed and stored safely after payment.
- 2.3.11 The Bursar shall consider and implement the recommendations made by the Chief Internal Auditor for improvement in the application of accounting and financial controls.
- 2.3.12 The Bursar shall ensure all revenues due to the University College are promptly and fully collected, banked intact, and reflected in the Cash Book;

2.4 Duties and Responsibilities of the Chief Internal Auditor

The Chief Internal Auditor shall be responsible to the Principal and shall:

- 2.4.1 Be responsible for appraising the soundness and application of accounting, financial and operational controls within the College, and also to discharge functions as envisaged under the Public Finance Regulations.
- 2.4.2 Review and report to the Principal on proper control over the receipt, custody and utilisation of all financial resources of the College;
- 2.4.3 Review and report on conformity with financial and operational procedures laid down in any legislation or any regulation or instruction issued under such legislation and good accounting practice, as from time to time by the National

Board of Accountancy and Auditors, to avoid incurring obligations and authorising payments to the extent which would ensure effective control over expenditure of the College.

- 2.4.4 Be responsible for reporting in writing to the Principal and the Audit Committee 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.
- 2.4.5 Review and report to the Principal on the correct classification and allocation of revenue and expenditure accounts.
- 2.4.6 Be responsible for the preparation and submission of quarterly and annual internal audit reports to the Audit Committee through the Principal, on the internal control system at the College and the extent to which it can be relied upon.
- 2.4.7 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 quarterly and annual internal audit reports shall cover the College's accounting period. They must be submitted in time for the preparation of the Audit Committee's quarterly and annual reports to the College Governing Board on the work of the internal and external auditors and any other work conducted during the year.
- 2.4.8 Be responsible for appraising the College management on the soundness, adequacy and application of accounting and financial controls and shall ascertain the extent to which the College's assets are protected from losses arising from fraud, irregularity and corruption.
- 2.4.9 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 College.
- 2.4.10 Undertake special investigations, as directed by the Principal, from time to time.
- 2.4.11 Make constructive suggestions for economy in expenditure and propose measures to maximise the utilisation of the College's resources.
- 2.4.12 Ensure directives issued by the Governing Board through the Audit Committee are adhered to.
- 2.4.13 Review and report on the reliability and integrity of financial and operating data so that the information provided allows for the preparation of accurate financial statements and other reports for the information of the College and the general public.

- 2.4.14 Review and report on the systems in place used to safeguard assets, and, as appropriate, the verification of the existence of such assets;
- 2.4.15 Review and report on operations or programs to ascertain whether results are consistent with established objectives and goals.
- 2.4.16 Review and report on the adequacy of action by management in response to internal audit reports, and assist management in the implementation of recommendations made by those reports and also recommendations made by External Auditors.

2.5 Duties and Responsibilities of Heads of Budgetary Units

- 2.5.1 Budgetary Units must ensure that funds received or spent are properly controlled, and their use monitored.
- 2.5.2 Responsibility for internal control within Budgetary Units rests with the head of a budgetary unit, who shall ensure that appropriate and adequate arrangements exist to safeguard all assets, that College policies, including the Regulations, are complied with, and that records are maintained in a complete and accurate form.
- 2.5.3 Heads of Budgetary Units must ensure that adequate procedures for regular independent checks of financial transactions are in place.

2.6 Warrant Holders

- 2.6.1 The Principal, Deputy Principal – Academics, and Deputy Principal (Administration) shall automatically become Warrant Holders by virtue of their positions.
- 2.6.2 The Principal shall appoint Deans, Directors, and, when appropriate, Heads of selected Departments as Warrant Holders.

PART 3

BUDGETING AND THE BUDGETARY SYSTEM

3.1 Budget Preparation

- 3.1.1 The Deputy Principal (Administration) is responsible for preparing or cause to be prepared annually in line with the Government's framework, the College's five-year Rolling Strategic Plan; a Financial Plan, including a detailed revenue budget, recurrent expenditure budget and capital programme for the next financial year, for consideration by College Funding Promotion Committee before submission to the Governing Board for approval.
- 3.1.2 At least eight months before the commencement of any financial year, the Head, Planning, Investment and Resource Mobilisation shall request budgetary units to submit new income and expenditure, as well as procurement proposals (plans) for the ensuing financial year.
- 3.1.3 Heads of budgetary units shall submit within one month of the request by the Head of Planning, Investment and Resource Mobilisation, estimates on revenue and expenditure/procurement as follows:
- (a) Revenue from different sources of income directly generated in their units;
 - (b) Changes in Establishment;
 - (c) Other Charges items;
 - (d) Capital Development items.
- 3.1.4 On receipt of the proposals, the Head, Planning, Investment and Resource Mobilisation shall prepare draft estimates for submission to the College Management Committee for scrutiny and consideration.
- 3.1.5 The Deputy Principal (Administration) shall submit the draft estimates from the Management Committee to the College Workers Council and further to the College Funding Promotion Committee for approval by the Governing Board.
- 3.1.6 Such estimates approved by the Governing Board shall be forwarded to the relevant Ministry.
- 3.1.7 The Head of Planning, Investment and Resource Mobilisation must ensure that the detailed approved budgets for the following year are loaded into the Financial Management Information System, enabling the heads of budgetary units to monitor their actual financial position against the approved budget as the year progresses.
- 3.1.8 The Deputy Principal (Administration) is responsible for submitting revised budgets for consideration by the College Funding Promotion Committee before submission to the Governing Board for ultimate approval. These revised budgets

must also be communicated to all Heads of budgetary units and loaded into the financial management information system.

3.1.9 Heads of budgetary units are responsible for the economical, effective and efficient use of resources allocated to them.

3.1.10 The budget preparation process matrix is presented in Schedule I

3.2 Estimates of Revenue

3.2.1 The estimates of revenue for the College shall include:

- (a) Subventions from the Government;
- (b) Funds receivable from development partners for different causes, including research or otherwise;
- (c) Tuition fees;
- (d) Dues from royalties,
- (e) Dividends;
- (f) Rental incomes from properties;
- (g) Loans and grants;
- (h) Income generated from the provision of public service at a fee;
- (i) Any amount that is receivable by a College not mentioned above.

3.2.2 So that the Governing Board receives an accurate estimate of the total revenue of the College, all revenues shall be included in the estimates submitted by the Principal, and such revenues shall be as accurate as possible.

3.3 Estimates of Expenditure

3.3.1 The estimates of expenditure should show, as nearly as can be predicted, the amounts expected to be spent by the College during the year, and shall not include indefinite items such as "unforeseen expenditure" or "contingencies".

3.4 Personal Emoluments Budget

3.4.1 All items of personal emoluments shall appear as a sub-chapter of the expenditure estimates entitled Personal Emoluments and shall contain the following items:

- (a) Salaries;
- (b) Allowance for special duty;
- (c) Overtime allowance;
- (d) Acting allowance;
- (e) Housing allowance;
- (f) Responsibility allowance; or
- (g) Other allowances as may be provided from time to time.

3.4.2 Payments of job-related costs, such as travelling while at work or transport and travelling allowances granted in consideration of expenditure incurred on public service, shall not be included as items under personal emoluments.

3.4.3 Each allowance shall be identified as a separate item and be described in a separate sub-item. The Government contributions as an employer to social security schemes, pension and welfare schemes, and both inside and outside the Government shall be included as separate items.

3.4.4 Personal Emoluments are required to be prepared on the basis that no virement shall be permitted either into or out of the sub-chapter.

3.5 Recurrent Expenditure Budget

3.5.1 Recurrent expenditure shall include all services other than Personal Emoluments which can be properly apportioned to the particular item and shall be included as "Other Charges".

3.5.2 Other Charges shall normally include all procurement for the College's operations. It includes the current cost of goods and services rendered by suppliers and contractors, and non-durable goods bought for the production of College services within a period of less than twelve months. This category of expenditure will include items such as teaching and learning materials, utilities, office and rental expenses, training expenses, travel and subsistence, medical supplies, insurance expenses and other goods and services not elsewhere classified.

3.5.3 Other Charges will also include all payments made for regular maintenance and the rehabilitation of the College's physical and non-financial capital assets, including all procurements of materials and supplies used to repair and maintain such assets. Maintenance items would also include vehicles, self-propelled equipment, payments for small tools, spare parts, and equipment of small value, even if they have a life of more than one year.

3.6 Capital Expenditure Budget

3.6.1 Capital Expenditure on land, buildings, major equipment, furniture and associated costs can only be considered as part of the capital programme if approved by the Governing Board. Major capital expenditure programmes shall be considered in the context of the College's five-year Rolling Strategic Plan.

3.6.2 The Estates Manager shall compile proposals relating to Capital Expenditure programmes in consultation with the Head of Planning, Investment and Resource Mobilisation and shall be submitted by the Deputy Principal (Administration) to the College Funding Promotion Committee through the Estates Committee for consideration before they are submitted to the Governing Board for approval.

3.6.3 Proposed Capital Development projects have to be supported by:

- (a) statement which demonstrates the project's consistency with the College's Strategic Plan approved by the Governing Board;
- (b) a budget that should include a breakdown of costs, including professional fees, VAT and sources of funding;
- (c) financial evaluation of the plans together with their impact on revenue budgets, plus advice on the impact of alternative plans;
- (d) where appropriate, an investment appraisal in a format which complies with accepted formats in investment appraisal;
- (e) demonstration of compliance with tendering procedures and regulations; and
- (f) Cashflow Forecast.

3.6.4 The Principal shall report to every meeting of the Governing Board on the progress of the execution of the Capital Development programmes approved by the Governing Board and on the raising of capital funds required for their execution.

3.6.5 The Principal shall, where appropriate, through the machinery of the College Funding Promotion Committee, propose to the Governing Board any adjustments to the programme which appear to him to be necessary or desirable in light of the current financial position and shall take steps, when necessary, to secure any approval required from the Governing Board.

3.6.6 The Estates Manager shall be the Warrant Holder for Capital Expenditure and shall be responsible for the detailed execution of Capital Development Programmes.

3.6.7 The Estates Manager shall be responsible to the Management Committee for the execution of all approved Development Plans of the College.

3.7 Issue of Warrant of Funds

3.7.1 At the beginning of each financial year, the Principal shall issue a working warrant to each Warrant Holder authorising him to incur expenditure in accordance with the terms of the warrant.

3.7.2 The Principal may issue warrants quarterly, half-yearly, or otherwise as he/she may deem fit, depending on the availability of funds.

3.7.3 The warrant issued by the Principal shall constitute the authority for the Warrant Holder to incur expenditure under the warrant, subject to the availability of funds.

3.8 Budgetary Control and Incurring Expenditure

- 3.8.1 No expenditure shall be incurred by and for the College except in accordance with the provisions of the Annual Estimates or in accordance with the provisions of any supplementary estimates approved by the Governing Board.
- 3.8.2 The control of income and expenditure within an agreed budget is the responsibility of the designated head of the budgetary , who must ensure that day-to-day monitoring is undertaken effectively. The budgetary unit head will be assisted in this duty by the Financial Management Information System and the Budgetary Control Accountant in the College's finance office.
- 3.8.3 The Deputy Principal (Administration) shall submit Revised Annual Estimates for the current financial year to the Governing Board, through the College Funding Promotion Committee, where there is a saving arising from different expenditure items, new sources of income and Government supplementary funds.

3.9 Virement

- 3.9.1 Application for virement shall be made by the Warrant Holder and submitted to the Principal through the Deputy Principal (Administration).
- 3.9.2 The application shall be supported by full details of the necessity for the virement and the reason why it is essential.
- 3.9.3 It shall be the duty of the Warrant Holder to effect all possible savings, and the fact that savings may be available under other items cannot be advanced as a justification for virement, unless it can be clearly established that the savings accrued directly as a result of the proposed additional expenditure.
- 3.9.4 No commitments of funds shall be made until authority for additional expenditure has been obtained from the Principal.
- 3.9.5 Upon approval of the application for virement, the Principal shall issue a virement warrant, under his signature, to the Warrant holder.
- 3.9.6 Expenditure on the item which has had its available funds increased by the warrant shall at all times remain within the limit of the current warrant in force.

PART 4

AUTHORITY FOR AND CONTROL OF EXPENDITURE

4.1 Authority for charging of expenditure

The Annual Estimates, as approved by the Governing Board, shall constitute the authority necessary for charging of expenditure to the funds of the College. No sum shall, however, be withdrawn from the funds of the College except under the authority of a warrant issued by the Principal.

4.2 Controls of expenditure

4.2.1 The Warrant Holders 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 warrant. The holder of a warrant has to regulate expenditure to ensure that the amount allocated is used in accordance with the warrant.

4.2.2 The Warrant Holder is to make an application for additional provision and submit it to the Principal for approval through the Deputy Principal (Administration). The application should be supported by details of the necessity for the additional provision and the reason why it is essential.

4.2.3 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 without serious injury to the College's interests. It must also be shown that this urgent expenditure could not have been met by curtailing expenditure chargeable against the money provided under the same item of the Estimates. It is the duty of the Warrant Holders to effect 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.

4.2.4 Warrant holders are not authorised to commit the College to expenditure without first ensuring that there are sufficient funds allocated in the Warrant-approved budget to meet the purchase cost. The financial status of each Warrant Holder at any point in time is ascertainable from the office of the Bursar. Committed and actual expenditures can be ascertained from the financial management system. Any doubts should be referred to the Bursar for clarification before placing the order.

4.2.5 If an additional provision is approved, the Bursar is authorised to make payments from and accept charges against the College funds in respect of the relevant items by a special warrant issued by the Principal.

4.3 Liability of Warrant Holders

- 4.3.1 A Warrant Holder shall be liable for an unauthorised expenditure resulting from carelessness or negligence on her/his part.
- 4.3.2 If the Bursar, in her/his opinion, considers that a Warrant Holder is consistently negligent in the discharge of duties under these regulations, she/he shall report to the Deputy Principal (Administration), who shall investigate the matter. If negligence is proved, the Deputy Principal (Administration) shall institute an appropriate action.

4.4 Savings on Approved Estimates

- 4.4.1 In cases where savings are available from other items of expenditure under the same sub-head and have been guaranteed in support of an application for additional provision, the original Warrant from which these savings are to be made may be reduced accordingly with prior permission of the Deputy Principal (Administration) and the Warrant Holder shall be required to ensure that the reduced estimate is not exceeded.
- 4.4.2 The authority conveyed by any warrant normally lapses on the last day of the financial year (30th June) unless an earlier date has been indicated.
- 4.4.3 Savings on recurrent expenditure shall not be carried forward from one financial year to the next. Orders must therefore be placed early to ensure charges are received in time for payment before the close of the financial year. Orders to local suppliers shall stop at the end of May, except for those whose deliveries fall before 30th June and those from the Bookshop and Library.

4.5 General Matters

- 4.5.1 The Bursar is responsible for making payments to suppliers of goods and services to the College. All goods and services shall be ordered based on the College's Local Purchase Order, Contracts and other procurement procedures. Invoices from creditors must quote the related College Local Purchase Order or Contract number and comply with the requirements of the Tanzania Revenue Authority.
- 4.5.2 In order to ensure strict control over expenditure, no charges shall be made against any Warrant except for the special purpose for which provision has been made, and expenditure is to be charged against the appropriate item.
- 4.5.3 To control expenditure, it is essential for the Bursar to keep a Vote Book that records actual expenditure, commitments, and the amount still available for expenditure at any one time.

PART 5

HANDLING OF REVENUES

5.1 Responsibility for Revenue Collection

5.1.1 The Principal, as the College Accounting Officer, shall be responsible for ensuring that adequate safeguards are in place and applied for the prompt collection, proper recording, accounting, and use of all College revenues.

5.1.2 The Deputy Principal Administration shall ensure that all persons liable to pay revenue are informed by bills, demand notes, invoices or other appropriate notices of debts which are due and that they are reminded promptly and frequently of revenue which is in arrears and that adequate measures are taken to obtain payment, including through the courts of law where circumstances require.

5.2 Notification of Revenue

5.2.1 The Bursar shall be the Official Receiver of all the College Funds.

5.2.2 The Bursar, in conjunction with Warrant Holders concerned, shall make and maintain adequate arrangements:

- (a) for the financial accounting and book-keeping necessary to ensure the proper recording of all sums due to the College, and
- (b) for the collection, custody, control, disposal, prompt and proper accounting by the responsible Warrant Holder.

5.2.3 Particulars of all charges to be made for work done, services rendered, or goods supplied by a Warrant Holder shall be promptly notified in writing to the Bursar for the purpose of raising charges to the parties concerned.

5.2.4 Fees for College students shall be as determined and approved by the Council of the University of Dar es Salaam.

5.2.5 With regard to revenue, the Bursar shall ensure that:

- a) Debtors' invoices are raised promptly in respect of income due to the College;
- b) Swift and effective action is taken to collect overdue debts in accordance with the College's formal procedures;
- c) Outstanding debts are monitored and submitted to the Deputy Principal through the Manager of Planning for further action; and

5.2.6 The Principal, Deputy Principal (Administration), Deputy Principal (Academic), or any other Officer of the College shall notify the Bursar of all monies due to the

College under agreements prepared in their departments. A copy of each of the completed documents, including statements in respect of all purchases and sales of property, shall be forwarded to the Bursar.

5.3 Recording and Control of Revenue

5.3.1 The Bursar shall be the custodian of the College funds. Warrant Holders are to take proper steps within their powers to collect and bank all received funds in any event not later than the next working day in the manner prescribed in the College Accounting Manual, 2014.

5.3.2 Sums due to the College shall be written off from the College's accounting records on approval of the Governing Board.

5.3.3 The requests to write off debts or losses must be supported by evidence to indicate that all reasonable efforts have been made to recover the debts or losses in accordance with prudent and established debt or loss recovery procedures that shall entail termination of registration or contract, barring from examination, withholding of assets or examination results, postponement of graduation and taking appropriate legal action.

5.3.4 The Bursar shall keep a register of such amounts written off for possible future recovery.

5.4 Physical Handling of Cash and Negotiable Instruments

5.4.1 All cheques for the College should be made payable to Dar es Salaam University College of Education and sent to the Bursar. Cheques received, if open, shall immediately be crossed '*Not Negotiable/Account Payee Only*' and endorsed '*For the Credit to the Account of the Dar es Salaam University College of Education*'.

5.4.2 An officer accepting a cheque in payment of money due to the Dar es Salaam University College of Education shall have to ensure that:

- (a) The cheque is correctly dated and it is neither time-expired nor post-dated;
- (b) The amount in words and figures agrees;
- (c) The cheque is signed;
- (d) The full signature of the drawer validates all alterations to any details of the cheque;
- (e) Details of the cheque are recorded, including the cheque number; and
- (f) The amount collected is in relation to the service rendered or expected to be rendered by the College.

5.4.3 The Bursar shall pay promptly into the College's bank account daily all monies received by her/him and in any event not later than the next working day.

5.4.4 Cash in physical transit shall be insured and entrusted to an officer covered by Fidelity Guarantee Insurance.

5.4.5 In all cases, however, where value is to be given in return for a cheque, and there is doubt if the cheque will be honoured, the value is not to be given until the cheque has been honoured, or cash should be demanded, the following regulations shall apply:

- a) An officer shall be liable for any loss if he has not taken reasonable precautions;
- b) Personal cheques shall not be received in exchange for cash or cash equivalents; and
- c) Similarly, cashing of Dar es Salaam University College of Education cheques endorsed by payees shall generally not be permitted.

5.4.6 Each receipt shall be posted into the cash book on the day of the actual transaction.

5.5 Preparation and Control of Receipt Books

5.5.1 All official receipts, forms, books, vouchers and tickets shall be in approved form, and all such forms, books, tickets, vouchers, licences and coupons for which fees are chargeable shall be ordered, recorded, acknowledged and controlled by the Bursar.

5.5.2 All receipts shall be initialled by the counterfoil and ensure that they contain all necessary details, including the amount received, the particulars of the payment and the date and that they accord with the original and if such documents and other copies to be reproduced by carbon paper, the officer issuing those documents shall ensure that the copies are clear and legible in every respect.

5.5.3 No alteration shall be made to any receipt document or other similar document. If an error is made in completing the document or if the document is otherwise spoiled, the original and the counterfoil or copies shall be clearly marked as cancelled and initiated by the officer empowered to issue the document.

5.6 Grants and Donor Funds

5.6.1 The term 'grant' is restricted to projects funded by the government, donors, research institutions, foundations, charities, etc.

5.6.2 Where approaches are to be made to outside bodies for support for projects, or where projects are to be undertaken on behalf of such bodies, it is the responsibility of the Head of budgetary units to ensure that the financial implications have been appraised by the Bursar. The Bursar has appraised the financial implications.

- 5.6.3 The Bursar is responsible for examining every formal application for a grant and shall ensure adequate resources are provided to meet all commitments. The Bursar shall ensure that the full cost of projects is established. The project's agreement must be in line with the College's applicable policy regarding indirect costs and other expenses, and must take account of different project-pricing procedures depending on the nature of the funding body.
- 5.6.4 Grants shall be accepted on behalf of the College by the Principal.
- 5.6.5 The Bursar shall maintain all financial records relating to grants and shall initiate all claims for reimbursement from sponsoring bodies by the due date.
- 5.6.6 Each grant will have a named supervisor/principal investigator or grant holder and will be assigned to a specific budget centre.

PART 6

BANK ACCOUNTS AND BANKING ARRANGEMENTS

6.1 Opening of Bank Account

- 6.1.1 The College shall arrange for such accounts to be kept as may be necessary from time to time. No bank account shall be opened unless that account is for the furtherance of the College's lawful business and is properly approved by the Principal on behalf of the Governing Board. The accounts so opened shall be restricted to the specific purposes for which they were initially intended.
- 6.1.2 All cheques drawn on behalf of the College must be signed in accordance with the College's bank mandate, as approved by the Principal.
- 6.1.3 The Principal shall appoint cheque signatories for the College. These signatories will be composed of the following groups:

Groups A: Principal; Deputy Principal (Academic); Deputy Principal (Administration); and any Senior Academic Staff with administrative duties

Groups B: Bursar; and three Accountants

6.2 Closing of Bank Account

The Bank Account shall be closed where:-

- (a) In the opinion of the Bursar, the Account does not operate in conformity with the purposes initially intended for it. In such circumstances, the Bursar shall request that the Principal approve the closure of the account.
- (b) The purpose for which the account was intended has been fully fulfilled.

6.3 Electronic Banking Arrangements

- 6.3.1 All arrangements concerning the use of electronic banking facilities for the payment of staff salaries, creditors, etc., must be approved by the Governing Board on the Principal's recommendation.
- 6.3.2 The Bursar must ensure that the controls over and access to electronic banking facilities are established and enforced, and these include ensuring that:
- (a) There exists 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; and
- (b) Confirmation reports from the bank relating to transfer instructions received from the College are checked back to the originating transaction reports by staff who were independent of those processes.

6.4 Execution of Instruments and Charges over Assets

Subject to provisions of the Public Procurement Act 2011, all conveyances, transfers, contracts, guarantees, agreements, bonds, authorities, mortgages, charges, bills of exchange, promissory notes, bank drafts, letters of credit, securities, and other instruments whatsoever to which the College is a party shall be executed, on behalf of the College, by:

- (a) The Principal; and
- (b) The Deputy Principal (Administration);
- (c) Such other officer of the College as the Principal may appoint for that purpose.

PART 7

PAYMENTS GENERAL

7.1 Control and Vouching of Payments

- 7.1.1 All payments of College monies shall be in accordance with these Regulations.
- 7.1.2 The date of payment of any amount shall govern the date of the transaction's record in the accounts. Payments may, however, be made before they are due for the purpose of utilising an anticipated saving on an item.
- 7.1.3 The expenditure properly chargeable to the account of a given year must, as far as possible, be met within that year and must not be deferred for the purpose of avoiding an excess on the amount provided in the approved budget.

7.2 Preparation of Payment Vouchers

- 7.2.1 Except for claims paid out of standing imprest or approved standing orders, all vouchers for payment must be submitted to the Deputy Principal (Administration) for approval.
- 7.2.2 All disbursements of College monies shall be properly vouched on prescribed form of payment voucher in which vouchers must be printed or written in indelible ink and must contain or have attached thereto full particulars of the goods/services for which payment is made, such as dates, numbers, distances, rates, etc. to enable them to be checked without references to any other document.
- 7.2.3 Relevant supporting documents shall be attached to the vouchers. Proof of payment is not in itself evidence that the expenditure is a valid business expense – explanations and details are required.
- 7.2.4 If payment is supported by an approval through a minute sheet or any document whose original cannot be attached, a copy of the respective minute sheet number or document must be attached as supporting documentation.
- 7.2.5 During payment preparation, the payment voucher narrations should reflect the purpose and details of the payment.
- 7.2.6 Amounts paid shall be stated in words as well as in figures, and copies of vouchers must be clearly marked as such to distinguish them from originals.
- 7.2.7 As far as possible, separate vouchers are to be prepared for payments relating to different allocations. All payment vouchers are to show the appropriate code to which the charge is to be allocated and are to be signed by the person preparing it, checking it, and inspecting it.

7.2.8 All payments must be subject to inspection by the finance department's inspection officer. No payment shall be made against any payment voucher which has not been stamped and initiated by the inspection officer.

7.2.9 The inspection officer shall verify maximum compliance with these Regulations before approving any payment. Payments that fail to comply with these Regulations shall be rejected and returned to the respective Warrant Holders immediately.

7.3 Authorisation and Certification of Payment Voucher

7.3.1 The officer who signs a voucher shall be responsible for certifying the accuracy of every detail and shall be held personally responsible for ensuring that:

- (a) The goods have been received, examined and approved with regard to quality and quantity, or that work done is satisfactory, and for services, the specified services have been duly and competently performed based on the supporting documents;
- (b) The prices charged are matched to the Purchase Order (or contracts 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 paid on the voucher are those entitled to receive payment;
- (f) Purchases through Local Purchase Order (LPO) shall be matched with supporting LPOs;
- (g) There are sufficient funds uncommitted in the relevant Warrant to meet the expenditure;
- (h) The classification of the expenditure is correct; and
- (i) Payment has been recorded in the Financial Management Information System, and the invoice has not previously been passed for payment.

7.3.2 No person is permitted to sign a voucher which is made payable to him/herself, or his/her related party, unless it is countersigned by other authorised signatories.

7.4 Modes of Payment

- 7.4.1 Payments should be made to the persons who rendered services or supplied goods, or their accredited agents, and, as far as possible, should be made by direct bank transfer or crossed cheque.
- 7.4.2 Where payments are made in cash, signed receipts (duly stamped) should be taken at the time of payment, or a person being paid should acknowledge by signing.
- 7.4.3 Where the recipient of a payment is unable to write, she/he shall make his/her thumb mark in acknowledgement of receipt, the act being witnessed by a finance officer other than the paying officer, and the witness shall certify on the payment voucher that the payments were made to persons entitled to receive them.
- 7.4.4 For the purposes of avoiding the danger of a duplicate payment being made on a voucher, as soon as a voucher has been paid, the Paying Officer making the payment will stamp "PAID" across the face of the voucher and all supporting documents in the event of a duplicate or irregular payment being made because of a failure to comply with this instruction the paying officer responsible for the omission shall be held liable and be charged for the amount of any loss.

7.5 Delegated Authority for Financial Transactions

- 7.5.1 The Bursar shall maintain a Register of Authorised Signatories. The Bursar must be notified immediately of any changes to the authorities to commit expenditure.
- 7.5.2 No officer of the College is authorised to commit the College to expenditure unless the item is budgeted and funds are available.
- 7.5.3 Where pre-negotiated agreements exist College-wide for the supply of goods and services, these must be used by Warrant Holders and in accordance with the Annual Procurement Plan.
- 7.5.4 The limits for delegated authority in financial transactions shall not contravene the limits for the College provided for in the Public Procurement Act.

PART 8

PERSONAL EMOLUMENTS

8.1 Management of Personal Emoluments

- 8.1.1 The fundamental principle for the management of Personal Emoluments (PE) is that activities relating to the authorisation of appointments, the authorisation of payments, and the recording of those payments should not be performed by the same person.
- 8.1.2 The Deputy Principal (Administration) shall ensure that the personal emolument records maintained for all staff of the College are correct. All changes, increases or deductions should be duly notified to the Bursar.
- 8.1.3 The rates of salary and other personal emoluments for the College staff are as authorised in the salary scales in the approved budget and used by the salary scales in the approved budget. They are subject to directives and circulars from the Government.
- 8.1.4 The Head of the Human Resources Management department shall, in writing, inform the Bursar immediately when an officer's services are terminated. A letter to this effect should be sent to the Bursar within a week of the event. The acknowledgement of the letter shall be monitored since a delay in communication may lead the officer to continue drawing salaries and other benefits to which he is not entitled.
- 8.1.5 An officer whose services are terminated from the College shall have his/her records changed immediately in the Human Capital Management Information System (HCMIS).
- 8.1.6 Where an Officer absconds from the services of the College, the Head of School, Institute, or Department shall immediately report the incident to the Deputy Principal (Administration). Upon receipt of such information, the head of the Human Resources Management department shall arrange to suspend the Officer's salary pending final decision from the appointing authority as deemed appropriate.
- 8.1.7 Advices of changes of the College personnel data should be batched and sent to the Treasury and the President's Office Public Service Management as shall be directed by the Treasury from time to time.
- 8.1.8 No employee name shall be entered into the payroll until a copy of the letter of appointment confirming that the employee has actually reported for duty has been received. No action may be taken, which would result in the payment of additional salary or allowance to any officer until such time a copy of the proper authority has been received.

8.1.9 Any balance of salary or allowance due to College staff who have been convicted for misappropriation of the College funds or property, or who have been dismissed or whose appointment has been terminated, thereby leaving sums due to the College, shall not be paid without the proper authority of the Deputy Principal (Administration).

8.2 Payroll Particulars

8.2.1 Each employee shall be assigned an identification number, which shall be recorded on all documents concerning any transactions of such staff, e.g., Imprest application form, advances, etc.

8.2.2 Payroll summary sheets shall be prepared in accordance with the payroll number sequence for each payroll.

8.3 Payment Procedures

8.3.1 The Deputy Principal (Administration) is responsible for all payments of salaries and wages to all staff, including overtime or services rendered. All time and attendance sheets and other pay documents, including those relating to fees payable to external examiners, visiting lecturers or researchers, will be in a form prescribed or approved by the Deputy Principal (Administration).

8.3.2 Salary advances may be granted to a member of staff of the College from other charges on application to the Deputy Principal (Administration), provided that:

- (a) Funds are available;
- (b) Net take-home pay after recovery of such advance shall not fall below a third of basic salary;
- (c) The amount so granted shall be recovered within the same Financial Year; and
- (d) The applicant does not owe any money to the College.

8.4 Allowances

All allowances which may be paid to employees other than those directly appropriated from the Treasury shall be paid as approved by the Governing Board.

PART 9

IMPREST AND PETTY CASH

9.1 Application of Imprest

- 9.1.1 An officer of the College may be provided with funds when it is expedient for him/her to make payments without prior submission of vouchers to the Bursar. These funds are provided as an imprest. An imprest shall be issued to an individual member of staff by name and not to a holder of an office.
- 9.1.2 An application for an imprest shall be made on the appropriate forms, authorised by the Warrant holder and approved by the Deputy Principal (Administration). The applicant shall state the purpose of the imprest and the amount required. The applicant shall certify that the imprest is not excessive and that it is required to incur expenditure for the College's lawful business. For a large imprest, a mini-budget shall be submitted together with the application.
- 9.1.3 Imprest falls into two main categories: standing imprest issued to officers to meet petty payments during the financial year, and temporary imprest issued to College officers to meet the purchase of goods and services necessarily incurred on official duty.
- 9.1.4 An imprest should be restricted to the minimum amount required for the purpose for which it is issued.
- 9.1.5 All imprests of whatever nature shall be issued in the names of the officers and remain their personal responsibility until they are refunded or discharged by the submission of properly completed payment vouchers or handed over to another officer responsible.
- 9.1.6 An imprest should not be charged to the accounts as final expenditure, but must be entered in the cash book as a payment and allocated under a separate account entitled "Imprest".

9.2 Duties of Imprest Holder

It is the duty of the imprest holder to:

- (a) Account for the imprest in accordance with these Regulations;
- (b) Ensure that the imprest is exclusively and wholly used for the purpose for which it was issued;
- (c) Ensure that imprest moneys and any payment vouchers awaiting replenishment are adequately safeguarded;
- (d) Arrange for proper payment vouchers to be prepared in support of all expenditure from the imprest, showing the amounts chargeable to each item;

- (e) Obtain proper receipts on all payment vouchers for disbursements from the imprest;
- (f) Ensure that the full amount of the imprest can be fully accounted for at all times in cash/money at the bank and /completed payment vouchers;
- (g) Ensure that in the case of standing imprest, it is replenished as and when necessary;
- (h) Be ready at any time to produce to the Bursar or his/her appointed officer the amount of the imprest in cash/bank deposit slip, or completed retirement vouchers.

9.3 Retirement and Renewal of Imprest

- 9.3.1 All temporary imprests shall be retired within two weeks of completion of the task for which the imprest was issued; failure of which recovery shall be made from the imprest holder's salary or any other source, such as allowance, without notice. The Bursar shall conduct a quarterly review of all outstanding imprest.
- 9.3.2 Claims for reimbursement should be made on the standard form provided by the Finance Department and be supported by invoices or other supporting documents.
- 9.3.3 A second imprest shall not be issued unless the previous imprest has been fully retired.
- 9.3.4 The holder of a standing imprest shall renew the imprest regularly by submitting a summary of expenditure supported by certified vouchers to the Bursar, who will examine the documents for accuracy and correctness.
- 9.3.5 All vouchers paid out of imprest must be certified as correct and coded by the finance officer.
- 9.3.6 The Bursar shall issue a copy of the retirement form as evidence to staff who has fully retired imprest.
- 9.3.7 Standing 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.

9.4 Travelling, Subsistence and Other Allowances

- 9.4.1 It is the policy of the College that employees are reimbursed the actual cost of expenses incurred wholly, exclusively and necessarily in the performance of the duties of their employment. The Governing Board and applicable Government directives and circulars approve the rates and allowances for such expenses.

- 9.4.2 All retirements of subsistence allowances, travelling and incidental expenses shall be submitted for retirement using the College's Travel Expense Form and in accordance with the prevailing rules, rates and allowances.
- 9.4.3 Claims by members of staff must be certified by their Head of Department or, in the case of Heads of Department, by their Dean. The Principal shall certify the claims of Deputy Principal (Academic) and Deputy Principal (Administration). The Deputy Principal (Administration) shall also certify claims of the Principal. However, in the case of exceptional expenses for travel/subsistence, the Deputy Principal (Administration) shall certify the expenses of the Principal and the Deputy Principal (Academic) - in particular if both the Principal and Deputy Principal (Academic) are involved in the same event. Certification shall be taken to mean that the journeys were authorised, the expenses properly and necessarily incurred and that the allowances are properly payable by the College.
- 9.4.4 Travelling imprest shall be accounted for within 14 days after the return date of the intended purpose. If the imprest is not accounted for within this period, the Bursar is empowered to recover the full sum issued from the officer concerned without notice. The imprest shall be accounted for by completing the appropriate imprest retirement form and submission of supporting payment documents in respect of disbursement made and the repayment of any unexpended cash balance. In the event of overexpenditure, the refund will be made subject to the approval of the retired imprest.

9.5 Petty Cash

- 9.5.1 The Bursar shall make imprest funds available to a College's budgetary units for the purpose of defraying petty cash expenses. The heads of budgetary units shall submit an application to the Deputy Principal (Administration) requesting that he/she issue a standing imprest.
- 9.5.2 The Deputy Principal Administration shall approve the petty cash float.
- 9.5.3 The College shall have a main (Operational) petty cash float of Tshs 2,000,000, with a petty cash limit per transaction of Tshs 100,000, which may be increased by the Accounting Officer.
- 9.5.4 The College will also keep an emergency float of Tshs 2,000,000 to be used only for emergencies that cannot be funded by the petty cash float, such as staff or student deaths.
- 9.5.5 Petty cash float for budgetary units shall be used to pay minor expenses and may not be used for wages and salaries, or personal expenditure.
- 9.5.6 Reimbursement requisitions must be sent to the Bursar, together with appropriate receipts or vouchers, before the total amount held has been

expended, to retain a working balance pending receipt of the amount claimed. Cash receipts must not be added to the petty cash float.

- 9.5.7 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. Petty cash records and floats will be subject to periodic checks by the Head of Department or other independent person nominated by him or her.
- 9.5.8 The Bursar shall supply Standard College form and must be used for recording all imprest retirements.
- 9.5.9 At the end of the financial year, all budgetary units should retire any balances held.

PART 10

HANDING OVER AND ACCOUNTING FOR CASH, STORES AND STOCKS

10.1 Handing and Taking over Procedures

10.1.1 When the duties of an officer, which involve the custody of the College's money and other property, are transferred to another officer, the following procedure shall be adopted.

(a) The officer handing over is to ensure that the books, which record the College's money and other property in his/her custody, are entered up to date, ruled off, and balanced, and that the cash and other property in his/her custody agree with the balance shown in the books.

(b) The Officer taking over is to check the cash taken over in the presence of the Officer handing over and to satisfy him/herself that it agrees with the balance shown in the records. The keys to the safe, cash box, storehouse, etc., are to be handed over immediately.

10.1.2 On completion of the above procedures, both officers shall sign a certificate showing the cash and bank balances and the keys, etc., that have been handed over 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 Chief Internal Auditor. Both officers and the original sent to the Bursar shall retain signed copies of this certificate.

10.1.3 If any discrepancy between the books and actual balances is 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 and/or settled.

10.1.4 Where the handing/taking over involves security documents (for example, receipts, LPO books, cheque books, etc.), the officer taking over must satisfy himself/herself that such documents tally with the Registers.

10.1.5 These provisions shall also apply to the handing over and taking over of all cash equivalents, stores, and stocks.

10.2 Responsibility for Stocks and Stores

10.2.1 Heads of budgetary units shall be responsible for establishing adequate arrangements for the custody and control of stocks and stores within their departments. The Head of Procurement Management Unit shall provide systems used for stores accounting in departments.

- 10.2.2 Heads of budgetary units shall be responsible for ensuring that regular inspections and stock checks are conducted and that all stock movements are reconciled. Stocks and stores of a hazardous nature shall be subject to appropriate security checks.
- 10.2.3 Every officer in charge of stores is responsible for safeguarding stores and ensuring they are properly sheltered, protected, and maintained. These officers shall also ensure that sufficient levels of stores and stocks are maintained to avoid stock-outs or over-stocking.

10.3 Stock Taking

- 10.3.1 On 30th June each year, the stocks shall be extracted from the stock sheets. A complete stock-taking shall be carried out by the Head Procurement Management Unit, the actual stocks on hand being shown against ledger balances, together with any resulting deficiencies or surpluses, provided that annual stock taking may be waived where a satisfactory system of continuous stock taking has been in operation during the year.
- 10.3.2 The Head Procurement Management Unit will issue instructions on the annual stock taking before commencement, the contents of which each member of the stock taking team must understand.
- 10.3.3 Representatives from each department, Finance and Internal Audit, shall be present at any stock-taking for the purpose of making a test check.
- 10.3.4 Each custodian shall sign the stock sheets or stock Records in respect of stores under his control, certify that the particulars shown thereon are correct, and forward a stock certificate to the Head of the Procurement Unit for valuation.
- 10.3.5 All books purchased for official libraries or offices shall be checked and counted as part of the stock-taking exercise once each year by an officer other than the Librarian. Worn or out-of-date books may be withdrawn and dealt with in accordance with the Provisions of Part 11 of these Regulations.
- 10.3.6 Deficiencies or surpluses revealed or items surplus to obsolete shall be reconciled.

PART 11

FIXED ASSETS

11.1 Acquisition of Fixed Assets

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

11.2 Care of Fixed Assets

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

11.2.2 In taking such measures, the benefits derived from such safeguards justify the cost of setting up and maintaining them, depending on the availability of funds.

11.2.3 In particular and without prejudice to the generalities of the foregoing, the Deputy Principal (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 College Buildings and Stores.

11.3 Control of Fixed Assets

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

11.3.2 The Estates Manager is responsible for maintaining the College's fixed asset register of land, buildings, fixed plant and machinery, furniture, equipment, and fittings. The Estates Manager shall ensure that the fixed asset register

includes assets donated or held in trust and that all College fixed assets are properly indexed and marked.

11.3.3 The bursar shall, from time to time, ensure that figures in the Fixed Asset register are reconciled with the financial records.

11.3.4 No charge shall be attached to any fixed asset of the College without prior approval of the Governing Board after a recommendation from the College Funding Promotion Committee.

11.4 Verification of Fixed Assets

11.4.1 The Deputy Principal (Administration) shall appoint a Board of Survey to examine and verify any asset of the College.

11.4.2 The Board will consist of not less than five members, one of whom shall be appointed Chairperson by the Deputy Principal (Administration). The Head of the Procurement Management Unit shall be the Secretary to the Board of Survey.

11.4.3 At any meeting of the Board of Survey, one-half of the members shall constitute a quorum.

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

11.4.5 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.

11.4.6 An officer whose assets are to be surveyed must be present in his/her office at the time when the Board has arranged to attend, and ensure that the survey is carried out without interference.

11.4.7 The Chairperson of the Board of Survey should inform the Heads of the budgetary units concerned and members of the Board of the time and place at which the Board will carry out its duties.

11.4.8 After the survey, the Board shall submit a report to the Deputy Principal (Administration) signed by all members of the Board. The Deputy Principal (Administration), on receipt of the report, shall arrange to implement the recommendations appropriately.

11.5 Condemnation of Unserviceable Items

- 11.5.1 Where it is considered that stores, vehicles, plant, books or equipment have reached the end of their useful life or are beyond economical repair or are unserviceable for any other reasons or have become redundant through obsolescence, they may be retained until a sufficient quantity has accumulated to merit the convening of a Board of condemnation to inspect them.
- 11.5.2 A list of the items should be prepared, giving details of articles and, where appropriate, their age and approximate value. The Accounting officer is submitting four copies of the lists to the Accountant General, with the request that a Board be appointed to inspect the stores and make recommendations as to their condemnation and disposal.
- 11.5.3 Sufficient space must be left on the lists for the projected Board to record its opinion and recommendations against each item thereon.

11.6 Disposal of Fixed Assets

- 11.6.1 The Board of Survey may, from time to time, be appointed by the Deputy Principal (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 the existence and condition of any asset.
- 11.6.2 The Special Board of Survey, when satisfied that disposal is the best course of action for assets under consideration, shall make such recommendations in a report to the Deputy Principal (Administration).
- 11.6.3 No fixed asset of the College shall be disposed of without the approval of the Governing Board.

PART 12

ACCOUNTING POLICIES, PRACTICES AND AUDIT

12.1 Accounting Policies, Practices

- 12.1.1 The College shall formulate accounting policies in conformity with the required National and International Standards and laws such as the Public Finance Act, 2001.
- 12.1.2 The Governing Board shall approve the policies before they are effected in the preparation of the College's financial statements.
- 12.1.3 The detailed accounting procedures and practices shall be embodied in the College manuals.
- 12.1.4 The Governing Board shall approve College manuals to guide the College's operational procedures. These shall supplement these Regulations but not replace them.
- 12.1.5 The significant accounting policies adopted, which comply with International Public Sector Accounting Standards (IPSAS), are set out below:

12.2 Basis of Accounting

- 12.2.1 The Financial Statements are prepared on a going-concern and accrual basis, with the reasonable expectation that the College has adequate resources to continue in operation for the foreseeable future and that events are recognised in the financial statements when they satisfy the definition and recognition criteria of accrual. The cash flows statement is prepared using the direct method.
- 12.2.2 The preparation of financial statements in conformity with IPSAS requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the College accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements, are separately disclosed in a note.

12.3 Property, Plant and Equipment and Capital Work in Progress

The cost method is used to record all initial acquisitions of assets controlled by the College. Cost is determined as the value of assets given as consideration plus the cost incidental to the acquisition. Assets acquired for no cost or nominal consideration are initially recognised at their fair value, which is the amount for which the assets could be exchanged in an arms-length transaction between a knowledgeable and willing seller and a

knowledgeable and willing buyer. Subsequently, a revaluation model is used to determine an asset's carrying value.

12.4 Depreciation

Depreciation is charged on a straight-line basis from the date the asset is available for use and ceases on the date the asset is retired. Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recovered.

The depreciation rates determined to reflect the most appropriate pattern of economic benefits or services potential and used are as follows:

Asset Description	Annual rate
Buildings	2.5%
Motor Vehicles	10%
Furniture, Equipment and Library Books	7.5%
Computers	20%
Intangible assets	Indefinite
Graduation Gown	7.5%

12.5 Income

Income is recognised to the extent that it is probable that economic benefits will flow to the College and it can be reliably measured. The following specific recognition criteria are met before income is recognised:

12.5.1 Students' fees are recognised on an accruals basis.

12.5.2 Rent is recognised on an accrual basis.

12.5.3 Interest earned on -term deposits is recognised in the statement of financial performance using the effective interest method, which recognises the portion of the interest earned at the end of the reporting period.

12.5.4 Grants received are accounted for in the Deferred Income Account and amortised to income to the extent of the amount of depreciation charged on the respective noncurrent assets and recurrent expenditure incurred from the grant in the respective financial year.

12.5.5 Revenue Grants are directly credited to the income account as recurrent revenue for the year in which they are earned.

12.6 Inventories

Inventories are measured at the lower of cost and current replacement cost. Cost is determined on the First-In-First-Out (FIFO) basis. The amount of any write-down

inventories and all losses of inventories should be recognised in the statement of financial performance as an expense in the period the write-down or loss occurs.

12.7 Receivables

Receivables are recognised initially at fair value and subsequently measured at amortised cost, net of a provision. Provision for doubtful receivables is established when there is objective evidence that the College will not be able to collect all amounts due according to the original terms of the specific receivables. The provision is recognised through the statement of financial performance.

12.8 Cash and Cash Equivalents

Cash and cash equivalents are carried in the statement of financial position at cost. For the cash flow statement, cash and cash equivalents comprise cash in hand, cash at bank, and free bank deposits, where banks give the entities the right to withdraw the money at very short notice.

12.9 Impairment of Assets

Assets are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount.

12.10 Capital Fund

Capital Fund is made up of government-contributed assets to the College. The value of properties that appreciate over time, such as land, is not depreciated. The remaining properties are depreciated at the applicable rates for each asset.

12.11 Deferred Income

These are unearned revenue, recorded on the statement of financial position as a liability, until the services have been rendered. As the service is delivered over time, it is recognised as revenue on the statement of financial performance. It is made up of government- and donor-contributed funds.

12.12 Payables and Accruals

Payables and accruals are recognised when they satisfy the definition and recognition criteria. They are recognised when incurred through either the enjoyment of services on credit or the receipt of goods supplied on credit.

12.13 Foreign Currency Translations

12.13.1 Functional and Presentation

Items included in the College's financial statements are measured in Tanzanian Shillings (TZS), the currency of the primary economic environment in which the College operates.

12.13.2 Transactions and Balances

Foreign currency transactions are translated into functional currency using the exchange rates prevailing on the date of the transactions. Monetary assets and liabilities at year-end expressed in foreign currencies are translated into the functional currency using the exchange rates prevailing at the end of the financial year. Translation losses/ (gains)-exchange difference on loans used to finance capital construction projects are capitalised as part of construction work in progress. All other exchange differences are recognised through the statement of financial performance.

12.14 Financial Risk Management

The overall risk management focuses on the unpredictable financial markets and is aimed at minimising potential adverse effects on the College's financial performance. The College's risk management is primarily vested in the Finance Department under the guidance of the Board.

The specific risk management policies of the College are as follows:-

12.14.1 Liquidity Risk

The College has prudent liquidity risk management by maintaining sufficient cash and fixed deposits to cover committed credit facilities and working capital requirements, as budgeted in each financial year, based on approved funds disbursed to the College from the Government and other donors, as well as funds generated internally.

12.14.2 Credit Risk Management

The risk of loss of cash or cash equivalent arising from failure to meet a contractual obligation. The potential credit risk involves short-term cash, receivables and foreign currency, which are managed as follows:-

12.14.3 Short-Term Cash Surpluses

The College deposits its short-term cash surpluses with banks of high credit standing.

12.14.4 Receivables

Students joining the College on private sponsorship are required to pay tuition fees in advance. Few cases of students, especially those with reputable sponsors, are allowed to continue their studies before paying fees in advance.

12.14.5 Foreign Currency Risk

Foreign currency risk is managed at the operational level and monitored by the Finance Department. Losses arising from the holding of foreign-currency-denominated liabilities are minimised through timely payment of outstanding liabilities.

12.15 Leases

The College has leased office premises, which are accounted for as an operating lease, with lease rent recognised in the statement of financial performance on an accrual basis.

12.16 Statutory Audit

- 12.16.1 The Principal shall submit, or cause to be submitted, the annual financial statements of the College to the statutory auditors for audit within three months after 30th June each year.
- 12.16.2 The Controller and Auditor General is the statutory Auditor of the College by virtue of Article 143 of the Constitution of the United Republic of Tanzania, as amplified in section 32(4) of the Public Audit Act (No. 11) of 2008. He/she shall have authority to:
- (a) Access the College premises at reasonable times, access all assets, records, documents and correspondence relating to any financial and other transactions;
 - (b) Require and receive such explanations as are necessary concerning any matter under examination;
 - (c) Require any employee of the College of Education to account for cash, stores or any other College property under his/her control; and
 - (d) Access third-party records, such as contractors', when required.
- 12.16.3 The primary role of external audit is to report on the College's annual financial statements and to carry out an examination of the statements and underlying records and control systems as are necessary to form an independent opinion on the statements and to report on the appropriate use of funds.
- 12.16.4 It shall be the duty of the Bursar to obtain written acknowledgement of all accounting books and records, returns and any other documents related to

these and hand them over to the College Statutory Auditors for the conduct of the audit of the Accounts of the College.

- 12.16.5 The Principal shall give the College's statutory auditors every facility and support necessary to carry out the audit.
- 12.16.6 It shall be the duty of the Principal to reply promptly to any observations and queries raised by the College's external auditors.
- 12.16.7 The use of green pencil and ink shall be exclusively reserved for 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 the College.

12.17 Auditor's Report

The Principal shall submit to the Governing Board through the Audit Committee, the Independent Auditor's Report on the accounts of the College before 31st December each year. The Auditor's Report shall state whether or not the financial statements are presented fairly, in all material respects.

PART 13

FINANCIAL MANAGEMENT AND INVESTMENTS

13.1 Authority to Invest

Subject to Government directives, the Governing Board has the power to invest funds in properties and other assets of the College in such investments, and subject to such conditions as prescribed by the College Investment and Financing Policy.

13.2 Investment Objectives

The College may establish economically viable investment/projects for:

- (a) Augmenting the College's sources of income;
- (b) Improving and facilitating the provision of goods and services to the College and its community; and
- (c) Providing, whenever possible, practical training areas.

13.3 Viability Study

All projects envisaged to be established by the College must be supported by feasibility studies, project write-ups, and reports demonstrating the economic viability of such projects, which should be approved by the Governing Board.

13.4 Reporting Relationships

13.4.1 The Governing Board is responsible for the custody and investment of all of the College's funds.

13.4.2 The Head of Planning, Investments and Resource Mobilisation shall be responsible for maintaining records of all investments, both capital and income; for ensuring the safe custody of all relevant documents; and for regularly reporting investment performance to the responsible committees.

13.4.3 The College Funding Promotion Committee is responsible to the Governing Board for approving Financial Management Policies.

13.4.4 All executive decisions concerning short-term borrowing, investment, or financing shall be delegated to the Deputy Principal (Administration), and an appropriate reporting system shall be set up. All borrowing shall be undertaken in the name of the College.

13.4.5 The Deputy Principal (Administration) will report to each meeting of the College Funding Promotion Committee on the activities of the financial

management operation and on the exercise of financial management powers delegated to him/her.

13.5 Appropriation

13.5.1 Appropriation of funds generated through income-generating activities of the College shall be as provided in the Approved Policies.

13.5.2 The Principal shall have final authority over all matters related to the appropriation of funds accruing from income-generating activities not covered by the policies.

13.6 Donations, Gifts and Bequests

13.6.1 Subject to the provisions of written laws, circulars and standing orders, all donations, gifts, bequests, etc. shall be received on behalf of the College by the Principal, who shall notify the Governing Board.

13.6.2 The Governing Board will exercise the duties of trustees for any bequests made under the Trust. Such bequests must be invested in accordance with the College Investment Policy and applicable Trust Laws.

PART 14

INSURANCE, LOSSES AND IRREGULARITIES

14.1 Policies and Records

- 14.1.1 All the Insurance policies of the College shall be under the responsibility and control of the Deputy Principal (Administration).
- 14.1.2 All budgetary units shall give prompt notification to the Deputy Principal (Administration) of all new risks and additional property and equipment that need to be insured, the amount of cover required, and any alterations affecting existing risks or insurances.
- 14.1.3 The Bursar shall keep a register of all insurance policies effected by the College, including the risks covered.

14.2 Insurance Claims

- 14.2.1 Each Warrant Holder shall notify the Deputy Principal (Administration) of all claims and losses immediately on occurrence of the event, giving a full account of the loss, the time of the incident and any person injured or property damaged. The Bursar shall transmit the claim to insurers within seven (7) working days from the date of accident, death or loss or as provided in the respective Insurance Policy.
- 14.2.2 All monies due and received from the insurers shall be payable to the College and deposited into the College bank account.

14.3 Duty to Report Occurrence of Losses and Irregularities

- 14.3.1 On the occurrence of any loss of the College's money or property from whatever cause, an immediate report must be made by the Head of the budgetary Unit to the Deputy Principal (Administration). Such a loss report shall contain information on where the loss occurred, officers involved, the circumstances in which the loss occurred, proposed action or action taken, etc.
- 14.3.2 Where the loss is:
 - (a) Not due to negligence or dishonesty of an officer of the College, the Deputy Principal (Administration) shall take action as he/she may deem fit;
 - (b) Due to dishonesty and/or negligence on the part of the member of staff of the College, the Deputy Principal (Administration) shall report the matter immediately to the Police, depending on the

materiality and the circumstances under which the loss happened; and

- (c) Where the circumstances under which the loss of College money or property is not apparent, the Deputy Principal (Administration) shall immediately appoint an Inquiry Board for detailed investigation. On receipt of such a report, the Deputy Principal (Administration) shall report to the police or take such measures, as she/he may deem necessary.

14.3.3 An Officer of the College who discovers a loss or irregularities in the handling of College assets, money, or property shall immediately report the circumstances to the Head of Directorate, Faculty, Department, or Unit, who shall take up the matter with the Deputy Principal (Administration).

14.3.4 Any member of staff shall not withhold a report of any case of loss notwithstanding that restitution is to be made.

PART 15

THE AUDIT COMMITTEE

15.1 Audit Committee

- 15.1.1 There shall be an Audit Committee as an independent and advisory organ that reports directly to the Governing Board. Tenure to the Audit Committee shall be for a period of three years.
- 15.1.2 The Audit Committee has the objective of assisting the Governing Board in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, the process for monitoring compliance with laws and regulations, and the code of conduct.

15.2 Composition

The total membership of an Audit Committee shall be not less than three nor more than five, and at least one of the members shall have experience in accounting and auditing. The membership shall comprise of:

- (a) Appointee of the Governing Board who shall be the Chairperson
- (b) Members of the College, nominated by the Principal and approved by the Governing Board; and
- (c) At least one member from external sources nominated by the Principal and approved by the Governing Board.

15.3 Role and Responsibilities of the Audit Committee Financial Statements

- 15.3.1 Review significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, and recent professional and regulatory pronouncements, and understand their impact on the financial statements.
- 15.3.2 Review with management and external auditors the audit results, including any difficulties encountered.
- 15.3.3 Review the annual financial statements, and consider whether they are complete, consistent with information known to committee members, and reflect appropriate accounting principles.
- 15.3.4 Review other sections of the annual report and related regulatory filings before release and consider the accuracy and completeness of the information.
- 15.3.5 Review with management and the external auditors all matters required to be communicated to the committee under generally accepted auditing Standards.

15.3.6 Understand how management develops interim financial information, and the nature and extent of internal and external auditor involvement.

15.3.7 Review interim financial reports with management and the external auditors before filing with regulators, and consider whether they are complete and consistent with the information known to committee members.

Internal Control

15.3.8 Consider the effectiveness of the internal control system, including information technology security and control.

15.3.9 Understand the scope of internal and external auditors' review of internal control over financial reporting, and obtain reports on significant findings and recommendations, together with management's responses.

Internal Audit

15.3.10 Endorse the internal audit charter for Governing Board approval.

15.3.11 Endorse decisions regarding the appointment and removal of the Chief Internal Auditor.

15.3.12 Endorse the annual audit plan and all major changes to the plan. Review the internal audit activity's performance relative to its plan.

15.3.13 Review with the Chief Internal Auditor, the internal audit budget, resource plan, activities, and organisational structure of the internal audit function.

15.3.14 Review the effectiveness of the internal audit function, including conformance with required standards and laws.

Compliance

15.3.15 Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of noncompliance.

15.3.16 Review the findings of any examinations by regulatory agencies and any auditor observations.

Reporting Responsibilities

15.3.17 Regularly report to the Governing Board about committee activities, issues, and related recommendations.

15.3.18 Provide an open channel of communication among internal audit, external auditors, and the Governing Board.

15.4 Reporting procedure for the Audit Committee

- 15.4.1 The committee will meet at least four times a year and has the authority to convene additional meetings as circumstances require. All committee members are expected to attend each meeting.
- 15.4.2 The committee will invite members of management, auditors or others to attend meetings and provide pertinent information, as necessary.

15.5 Whistle blowing

- 15.5.1 Whistleblowing is the disclosure by an employee or any other party about malpractice in the workplace. A whistleblower can blow the whistle on crime, civil offences (including negligence, breach of contract, etc.), miscarriage of justice, danger to health and safety, or the environment, and the cover-up of any of these. It does not matter whether or not the information is confidential or public.
- 15.5.2 Normally, any concern about a workplace matter at the institution should be raised with the relevant member of staff's immediate line manager or head of department. However, the College recognises that the seriousness or sensitivity of some issues, together with the identity of the person the member of staff thinks may be involved, may make this difficult or impossible. A member of staff may, therefore, make the disclosure to the Chief Internal Auditor. If the member of staff does not wish to raise the matter with this person, or with the Principal, it may be raised with the Chairman of the Governing Board.

SCHEDULE I

BUDGET PREPARATION PROCESS MATRIX

TIME	ACTIVITY	RESPONSIBLE OFFICER
OCTOBER	Budget request from budgetary units	Head, Planning, Investment and Resource Mobilisation
NOVEMBER	Submission of budget proposals	Heads of budgetary units
NOVEMBER	Compilation of budget proposals	Head, Planning, Investment and Resource Mobilisation
NOVEMBER	Discussion of draft budget estimates	College Management Committee
DECEMBER	Submission of draft estimates to the Worker's Council and Funding Promotion Committee	Deputy Principal - Administration
DECEMBER	Submission of draft estimates to the Governing Board for approval	Principal
JANUARY	Submission of the budget to the relevant Ministry	Principal

NOTE: Budget process timing will depend on Government directives and the issuance of the budget ceiling.