

MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES



FINANCIAL REGULATIONS

September 2012

PREAMBLE

Muhimbili University of Health and Allied Sciences (MUHAS) is a fully fledged University that was established under the Muhimbili University of Health and Allied Sciences charter of 2007. The University came into existence after the then Muhimbili University College of Health Sciences, then a constituent college of the University of Dar es Salaam, was elevated and accredited as a University by the Tanzania Commission for Universities (TCU) on 28th March 2007.

The history of the University goes as far back as 1963 when a School of Medicine was established. The School became a faculty of Medicine of the University of Dar es Salaam in 1970.

In 1977, the Faculty and the Muhimbili Hospital were merged to form the Muhimbili Medical Center, a parastatal organization operating under the then Ministry of Health. When the Faculty of Medicine was upgraded to College level in 1991, the units under the faculty of medicine were also upgraded to faculties.

In April, 2000, the Parliament of the United Republic of Tanzania enacted Muhimbili University College of Health Sciences (Amendment) Act No.8 of 2000 which disestablished the Muhimbili Medical Centre and establishing two separate institutions: the Muhimbili National Hospital and Muhimbili University College of Health Sciences (MUCHS).

MUHAS vision is to become a centre of excellence for training of health professionals, quality research and public service, located in a spacious area with state of art University hospital, conducive learning and working environment and sustainable resource generation. Its mission is to seek for quality health through education, training, research and health services for attainment of equitable socio-economic development.

To conduct its business effectively and achieve its mission MUHAS, like all organisations, needs to ensure that it has sound financial management systems in place and that they are strictly adhered to. Part of this process is the institution of financial regulations which set out the fundamental financial policies and procedures of Muhimbili University of Health and Allied Sciences.

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

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

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

These regulations are organised into 20 substantive Parts and 2 Appendices. All these are preceded by a Preamble that sets the context for the creation of these Regulations. Part 1 is the Introduction and covers issues of definitions of terms and application of the Regulations. Part 2 addresses Duties And Responsibilities of officers of MUHAS as they relate to Finances. Part 3 covers Budgeting and the Budgetary System while Part 4 covers the Appointment of Vote Holders and sub-vote holders as well as Issue of Warrant of Funds. Part 5 covers issues of Authority for and Control of Expenditure and Part 6 addresses MUHAS Incomes from all sources.

Part 7 covers Bank Accounts and Banking Arrangements including Electronic Banking Arrangements. Part 8 addresses issues on general payments and appointment of cheque signatories. Part 9 covers Personnel Emoluments and Benefits while Part 10 addresses issues of Petty Cash Payments and Other Imprests. Part 11 covers the Handing Over of cash, stores and stocks. Part 12 addresses accounting for goods, stocks and stores.

Part 13 covers acquisition, care, control, charges and disposal of Fixed And Immovable Assets. Part 14 contains details on workings of the Board of survey.

Part 15 addresses the legal requirements for annual accounts and audit as well as Retention of Accounting Documents. Part 16 contains details on working of the Audit Committee. Part 17 covers the accounting policies and practices while Part 18 details requirements on financial management and investments. Part 19 is about Insurance Policies, Records and Claims. Part 20 details irregularities in the conduct of University staff.

Appendix I is a table with MUHAS document retention policy while Appendix II is an illustrative format of the loss report.

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PART 1

INTRODUCTION

Title and Date of Commencement

- 1.1 These Financial Regulations shall be cited as the Muhimbili University of Health and Allied Sciences Financial Regulations and shall come into force immediately upon approval by the of Muhimbili University of Health and Allied Sciences Council.

Definitions

In these regulations unless the context otherwise requires:

- 1.2 "Accounting Officer" means the Vice Chancellor or any person appointed by the Vice Chancellor to act in the position of the Vice Chancellor.
- 1.3 "Associate" means
 - a) the case of a MUHAS officer, that person is the MUHAS officer's husband, wife or relative, or a husband or wife of the relative of the MUHAS officer;
 - b) that person is in a partnership with the MUHAS officer; or
 - c) In the case of a body corporate, the MUHAS officer is a controller of the body corporate or the MUHAS officer and the persons who are his associates together are controllers of it.
- 1.4 "Board of Survey" shall be a Board appointed by the Deputy Vice Chancellor (Planning, Finance and Administration) under section 14.1(a) of these Regulations.
- 1.5 "Bursar" shall be the person appointed by the Council to that post and includes any person duly appointed by the Vice Chancellor to act for him during his absence.
- 1.6 "Chief Internal Auditor" shall be the person appointed by Council to that post and includes any person duly appointed by the Vice Chancellor to act for him during his absence.
- 1.7 "Contractor" means a company, corporation, organization, partnership or individual 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 MUHAS.
- 1.8 "Estate Manager" means the person appointed by the Vice Chancellor to that post.
- 1.9 "Deputy Vice Chancellor (Planning Finance and Administration)" the person appointed to the post pursuant to Article 11 of the Muhimbili University of Health and Allied Sciences Charter, 2007.
- 1.10 "Council" means the Council of Muhimbili University of Health and Allied Sciences established under Article 18(1) of the Muhimbili University of Health and Allied Sciences Charter, 2007.
- 1.11 "Imprest" means funds in form of cash issued to staff of the University who requires cash to be readily available for immediate payments for official purpose and "Imprest Holder" means an officer of the University to whom an imprest has been issued.
- 1.12 "MUHAS" means the Muhimbili University of Health and Allied Sciences.

INTRODUCTION

PART 2

DUTIES AND RESPONSIBILITIES RELATING TO FINANCES

Duties of the Vice Chancellor

- 2.1 The Vice Chancellor shall be the Accounting Officer of the Muhimbili University of Health and Allied Sciences with the overall responsibility and accountability over the assets and finances of MUHAS and in respect of the duties and obligations under the Public Finance Regulations.
- 2.2 The Vice Chancellor shall cause to be prepared at the end of each quarter a financial report for that quarter of the financial year.
- 2.3 The Vice Chancellor shall be responsible for promoting and maintaining the efficient utilisation of the assets and finances of the University.

Duties of the Deputy Vice Chancellor (Planning, Finance and Administration)

The Deputy Vice Chancellor (Planning, Finance and Administration):-

- 2.4 Shall be the Principal Assistant to the Vice Chancellor in all planning, financial and administrative matters. He shall be responsible to the Vice Chancellor for the performance of his duties and functions.
- 2.5 Shall help plan, direct and coordinate planning, finance and development processes.
- 2.6 Shall effectively and efficiently manage all human resources and administration functions of the University.
- 2.7 Shall provide expert advice in the conceptualization, design with respect to resource mobilization, implementation, evaluation and timely feedback on University plans, projects and programmes.
- 2.8 Shall coordinate policies, procedures and practices of financial management and control. He is therefore the interpreter of these regulations, and has the duty to enforce these Regulations in all units of the University, whether independent or not.
- 2.9 Shall be responsible for discharging all the responsibilities required of him under the Muhimbili University of Health and Allied Sciences Charter of 2007.

Duties of the Bursar

The bursar shall:-

- 2.10 Be the Finance Officer of the University and shall be responsible to the Deputy Vice Chancellor (Planning, Finance and Administration) for the keeping of the accounting records and for all the financial matters of the University. He shall ensure institution and maintenance of sound internal controls throughout the University.
- 2.11 Be responsible for supplying quarterly statements to the Deputy Vice Chancellor (Planning, Finance and Administration) which shall show the amount allocated to each recurrent account, the expenditure incurred and commitment entered into up to the end of the current quarter.

- 1.13 "Planning and Finance Committee" means the Committee established by the Council.
- 1.14 "University Budget Committee" means the Committee established by the Deputy Vice Chancellor (Planning, Finance and Administration) to:
 - (a) study the current budgeting procedures and identify gaps that need to be addressed,
 - (b) formulate budget guiding principles for the University,
 - (c) suggest strategies for improved revenue collections and budget allocations,
 - (d) monitor and advice on the budget performance and
 - (e) Suggest any other terms that may improve the budget process.
- 1.15 "Vice Chancellor" means the person appointed to the post pursuant to Article 10 of the Muhimbili University of Health and Allied Sciences Charter, 2007.
- 1.16 Reference to the masculine gender includes reference to the feminine gender and vice versa.
- 1.17 "University" means the Muhimbili University of Health and Allied Sciences.
- 1.18 "University Funds" means all cash, cash equivalents and other resources generated by the Muhimbili University of Health and Allied Sciences and/or availed by the Government, Donors and other sources to the Muhimbili University of Health and Allied Sciences or its units for the purpose of carrying out functions of the Muhimbili University of Health and Allied Sciences.
- 1.19 "Vote Holder" shall be an officer of the University appointed by the Vice Chancellor as referred to under section 4.1 of these Regulations.

Application

- 1.20 The Regulations apply to the conduct of all financial affairs of the University, irrespective of the source of funding. These Financial Regulations shall apply to all staff and all units of the Muhimbili University of Health and Allied Sciences, including MUHAS companies.
- 1.21 The Vice Chancellor shall be responsible for enforcement of these Regulations.
- 1.22 In the application of these Financial Regulations, the Vice Chancellor shall further be guided by the relevant decisions of the Council made from time to time.
- 1.23 Where the provisions of these Regulations are at variance with statutes and circulars from the Ministry of Finance, provisions of such statutes and circulars shall prevail.
- 1.24 Should MUHAS or the Government enter into any agreement with another government, an agency of another government or an international financing institution for a loan, credit or grant of funds for procurement purposes, that agreement may specify rules and procedures that are to be followed in undertaking such procurement. In such cases, MUHAS shall follow the provisions of the Public Procurement Act 2011, and these Regulations, unless there is conflict with the requirements of such an agreement for a loan, credit or grant of funds, when the requirements of the agreement shall take precedence.
- 1.25 Muhimbili University of Health and Allied Sciences must ensure that any procurement that is funded in whole or in part by such a loan, credit or grant is concluded according to procedures that will fulfill the Government's obligations to the government, agency or institution that extended that loan, credit or grant.

Updating

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

- 2.12 Be responsible for supplying to Vote and Sub-vote Holders with quarterly statements relating to their budget performance.
- 2.13 Be responsible for ensuring that the Vice Chancellor is supplied with all information necessary to discharge his responsibilities relating to financial matters of the University.
- 2.14 Be responsible to the Vice Chancellor for supplying such information as may be required by him for the preparation of a report on the activities of the University as required under the provisions of the Muhimbili University of Health and Allied Sciences Charter, 2007.
- 2.15 Prepare annual estimates of revenue and expenditure of the University for the ensuing year in collaboration with the University Budget Committee for consideration by the Planning and Finance Committee and approval by Council at least six months before the commencement of any Financial Year
- 2.16 Be responsible for authorizing all orders made out by Vote and Sub-vote Holders before they are sent to the suppliers and for checking that the order will not cause the vote to be exceeded.
- 2.17 Keep proper accounts and as soon as is practicable, but within 3 months after the end of each financial year shall produce to the University statutory Auditors, a statement of Income and Expenditure, Cash Flow Statement and Balance Sheet as at 30th June each year.
- 2.18 Generally, have the responsibility for managing the financial affairs of the University with strict regard for economy and shall inform the Vice Chancellor if, in his opinion a Sub-vote Holder fails to respond satisfactorily to advice and direction regarding the efficient and economical discharge of the Sub-vote Holder's responsibility.
- 2.19 Consider and implement the suggestions made by the Internal Audit for improvement in application of accounting and financial controls.
- 2.20 Be responsible for advising heads of division/department in the light of guidance issued by the appropriate bodies and relevant legislation as it applies, on all taxation issues, to the University and issue instructions on compliance with statutory requirements including those concerning VAT, PAYE, Corporation Tax and Customs and Import Duty.
- 2.21 Be responsible for maintaining the University tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate.

Duties of the Chief Internal Auditor

The Chief Internal Auditor shall:-

- 2.22 Be responsible to the Vice Chancellor and proper functioning of the Internal Audit Service Unit.
- 2.23 Remain independent in his planning and operation and will have direct access to the office of the Vice Chancellor. He should, however, also respond to the needs of management.
- 2.24 Provide the Vice Chancellor and senior management with assurances on the adequacy and effectiveness of the internal control systems; and will report in writing to the Vice Chancellor, the Audit Committee or any other statutory body, as the case may be on the completion of each audit, giving an opinion on the adequacy, effectiveness and reliability of the control framework for the areas reviewed and make recommendations where appropriate.
- 2.25 Advise the Bursar on the soundness, adequacy and application of accounting and financial controls and shall ascertain the extent to which the University assets are protected from losses arising from fraud, irregularity and corruption.

- 2.26 Ascertain the extent of compliance with the prescribed plans, policies, procedures and financial regulations and check the accuracy of accounts and other data developed within the University.
- 2.27 Undertake special investigations directed by the Vice Chancellor from time to time.
- 2.28 Make constructive suggestions for economy in expenditure and propose measures to maximise the utilisation of University resources.
- 2.29 Check and ensure that directives given by the Council through the Audit Committee are adhered to.
- 2.30 Work in close collaboration with the external auditors to the University.

Duties of Heads of Schools, Directorates, Institutes and Departments

- 2.31 Accountability for financial management is delegated from the Council through the Finance and Planning Committee to the Vice Chancellor and Schools, Institutes and Units.
- 2.32 Within Schools, Institutes and Units, financial management may be further delegated to other budgetary units in accordance with conventions set out by Schools, Institutes and Units, but within the overall framework of these Regulations.
- 2.33 At each level, the body or individual concerned must ensure that funds received or spent are properly controlled, and their use monitored.
- 2.34 Responsibility for internal control within a budgetary unit rests with the Head of that Unit, who should ensure that appropriate and adequate arrangements exist to safeguard all assets, that university policies, including the Regulations, are complied with, and that records are maintained in a complete and accurate form.
- 2.35 Heads of Units must ensure that adequate procedures for regular independent checks of financial transactions are in place. Guidance on recommended internal control procedures will be available from the Office of the Chief Internal Auditor.

PART 3

BUDGETING AND THE BUDGETARY SYSTEM

Budget Preparation

- 3.1 Under the Muhimbili University of Health and Allied Sciences Charter of 2007, the Council shall cause to be prepared an annual budget which shall be approved by the Council. Budgeted resources are allocated annually by the Council on the recommendation of the Planning and Finance Committee prepared by the University Budget Committee.
- 3.2 Heads of divisions/departments are responsible for the economic, effective and efficient use of resources allocated to them.
- 3.3 The Deputy Vice Chancellor (Planning, Finance and Administration) is responsible for preparing annually in line with the five-year rolling strategic plan a financial plan, including a detailed revenue budget and capital programme for the next financial year, for consideration by Planning and Finance Committee before submission to the Council for approval. The Bursar must liaise closely with the heads of division/department and the related Boards and committees in preparing the budgets and plans in order to inform the resource allocation process by Planning and Finance Committee and Council. The resource allocation decisions must be communicated to heads of division/department as soon as possible following approval by the Council.
- 3.4 The Bursar must ensure that the detailed approved budgets for the following year are loaded into the financial management information system to enable the heads of departments to monitor their actual financial position against the approved budget as the year progresses.
- 3.5 During the year, the Bursar is also responsible for submitting revised budgets for consideration by Planning and Finance Committee prior to submission to the Council for ultimate approval. These revised budgets must also be communicated to all heads of department and loaded into the financial management information system.

Recurrent Expenditure Budget

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

Submission of Draft Estimates

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

- 3.9 The annual estimates shall be prepared to contain provision for all estimated expenditure during the ensuing financial year in accordance with the Muhimbili University of Health and Allied Sciences Charter of 2007.

Budgetary Control and Incurring Expenditure

- 3.10 No expenditure shall be incurred by and for the purpose of University except in accordance with the provisions of the annual estimates or in accordance with the provisions of any supplementary estimates approved by the Council.
- 3.11 The control of income and expenditure within an agreed budget is the responsibility of the designated budget holder who must ensure that day to day monitoring is undertaken effectively. Budget holders are responsible to their head of department for the income and expenditure appropriate to their budget. The budget holder will be assisted in this duty by management information provided by the Bursar. The types of management information available to different levels of management are described in the University's detailed financial procedures together with the timing and verification reporting requirements which they are expected to comply with. The financial management information systems maintained by the Bursar provide the nominated budget holders access to their accounts and budgets for monitoring, reporting and inquiry purposes.
- 3.12 The Deputy Vice Chancellor (Planning, Finance and Administration) shall submit Revised Annual Estimates for the Current Financial Year to Council, through the Planning and Finance Committee where:
 - (a) The estimates considered and approved by Council under Section 3.3 above are different from those approved by Government.
 - (b) There is a saving arising from different sources or from Government supplementary funds.
 - (c) There is a necessary and unforeseen expenditure which was not considered in the budget.

Virement

- 3.13 Budget holders do not have authority for virement without first submitting a request to the Planning and Finance Committee. Requests for Virement relating to non-staff costs, up to a limit of 10% of the approved budget, should be submitted to the Deputy Vice Chancellor (Planning, Finance and Administration) through the Bursar for consideration and approval.
- 3.14 The Bursar is also responsible through Deputy Vice Chancellor (Planning, Finance and Administration) for submitting requests for virement of resources above 10% to the Vice Chancellor for approval.

Capital Expenditure Budget

- 3.15 Capital expenditure on land, buildings, major equipment, furniture and associated costs can only be considered as part of the capital programme approved by the Council. Major capital expenditure programmes should be considered in the context of the University's strategic planning and forecasting processes.
- 3.16 Proposals relating to Capital Programmes shall be compiled by the Estates Manager in consultation with the Bursar and shall be considered by Estates Committee and then by the Planning and Finance Committee before they are submitted to the Council for approval. Proposed capital projects should be supported by:

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

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

3.17.1 The Estates Manager shall be the Sub-vote Holder for Capital Expenditure and shall be responsible for detailed execution of Capital Development Programmes. He shall be responsible to the Estates Committee for execution of all approved Development Plans in so far as they belong to the University. All purchases of capital works items shall be in compliance with these Financial Regulations.

3.17.2 The Estates Manager shall also be responsible for keeping the Estates Committee regularly informed of the expenditure of funds allocated for the purpose set out in section 3.18 and shall propose any virement necessary to the Estates Committee. For capital expenditure items virement shall be approved by the Council on recommendation of the Planning and Finance Committee.

Completion of Contract

3.18 The Deputy Vice Chancellor (Planning, Finance and Administration) shall authorize the payment of retention monies when satisfied that the contractor has fully discharged his liability to remedy defects as per relevant clause in the contract.

3.19 On satisfactory completion of the project, the Consultant shall draw up a final handing over certificate to be signed by the Consultant, the Contractor and the Deputy Vice Chancellor (Planning, Finance and Administration).

PART 4

SUB-VOTE HOLDERS

Appointment of Sub-vote Holders

4.1 The Vice Chancellor shall appoint Deans, Directors and when appropriate Heads of Departments as Sub-vote Holders.

Issue of Warrant of Funds

4.2 At the beginning of each financial year, the Vice Chancellor shall issue a warrant to each Sub-vote Holder authorizing him to incur expenditure in accordance with terms of the warrant. However, the Vice Chancellor may issue the warrants quarterly or half-yearly or otherwise as he may deem fit, depending on the release of funds by Government.

4.3 The warrant issued by the Vice Chancellor constitutes the authority for the Sub-vote Holder to incur expenditure under sub-heads indicated in the warrant subject to these regulations.

PART 5

AUTHORITY FOR AND CONTROL OF EXPENDITURE

Approval and Issue of Warrant of Funds

- 5.1 The Annual Estimates as approved by Council shall constitute the authority necessary for charging of expenditure to the funds of the University. No sum shall, however, be withdrawn from the funds of the University except under the authority of a warrant issued by the Vice Chancellor.
- 5.2 At the beginning of each Financial Year, the Vice Chancellor shall issue a General Warrant through the Deputy Vice Chancellor (Planning, Finance and Administration) to the Bursar authorizing funds in accordance with the Estimates, with the exceptions of funds over which the Vice Chancellor wishes to exercise special control.
- 5.3 The Sub-vote 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. A holder of a warrant is to regulate his expenditure so as to ensure that the amounts allocated to him are not exceeded.
- 5.4 Application for additional provision is to be made by the Sub-vote Holder on the Approved Form, and submitted to the Vice Chancellor, through the Deputy Vice Chancellor (Planning, Finance and Administration) and the Bursar. The application is to be supported by full details of the necessity for the additional provision and the reason why it is essential.
- 5.5 No application for additional provision will be entertained unless it relates to urgent expenditure which was unforeseeable at the time the Estimates were prepared and which cannot be postponed for consideration in the following financial year without serious injury to University interests. It must also be shown that this urgent expenditure could not have been met by curtailing expenditure chargeable against the moneys provided under the same item of the Estimates. It is the duty of the Sub-vote 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.
- 5.6 Heads of department and budget holders are not authorised to commit the University to expenditure without first ensuring that there are sufficient funds allocated in the approved departmental budget to meet the purchase cost. The financial status of each Vote and Sub-vote Holder at any point in time is ascertainable from the Bursar's office. Committed as well as actual expenditures can be ascertained from the financial management system. Any doubts should be referred to the Bursar for clarification prior to placing the order.
- 5.7 No commitments are to be made until authority for additional expenditure has been obtained from the Vice Chancellor through the Deputy Vice Chancellor (Planning, Finance and Administration).
- 5.8 A Vote and Sub-vote Holder shall be liable for an unauthorized expenditure resulting from carelessness or negligence on his part.
- 5.9 Where savings are guaranteed to cover the additional provision required, the Vice Chancellor may issue a special warrant on recommendation by the Deputy Vice Chancellor (Planning Finance and Administration).

- 5.10 In cases where savings are not available, reference to the Planning and Finance Committee is necessary. It follows that applications for additional provision in these circumstances must be made in sufficient time to enable the application to be submitted to the Planning and Finance Committee.
- 5.11 If additional provision is approved, the Bursar is authorized to make payment from and accept charges against the University funds in respect of the relevant items by a special warrant issued by the Vice Chancellor.

Savings on Approved Estimates

- 5.12 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 vote from which these savings are to be made is reduced accordingly and the Vote and Sub-vote Holder is to ensure that the reduced estimate is not exceeded.
- 5.13 Where the Appointments and Human Resource Management Committee has decided that no offer can be made with reference to an established post or the appointee cannot take up his post at the time envisaged in the estimate, Sub-vote Holders may propose to the Vice Chancellor that the resultant savings on salary be used to appoint staff on temporary basis to fill the gap where the vacancy exists and the Vice Chancellor may approve such proposal.
- 5.14 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.
- 5.15 Savings on recurrent expenditure shall not be carried forward from one financial year to the next. These savings shall be transferred to the General Reserve Fund and shall be at the disposal of the Planning and Finance Committee. Orders must therefore be made early to ensure that charges will be received in time for payment before the close of the financial year.

General Matters

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

PART 6

INCOME

HANDLING OF REVENUE

Responsibility for Revenue Collection

- 6.1 The Vice Chancellor, being the University Accounting Officer shall be responsible for ensuring that adequate safeguards are in place and are applied for the prompt collection, proper recording, accounting and use of all University revenue.
- 6.2 The Vice Chancellor shall ensure through the Deputy Vice Chancellor (Planning Finance and Administration) that all persons liable to pay revenue are informed by bills, demand notes 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 where circumstances require.

Notification of Income

- 6.3 The Bursar shall be the Official Receiver of all University Funds, including fees, government grants, donor funds, dividends and interest, etc. and shall appoint collectors of revenues.
- 6.4 The Bursar, in conjunction with Vote or Sub-vote Holders concerned shall make and maintain adequate arrangements:
 - (a) for the financial organization, accounting and Book-keeping necessary to ensure the proper recording of all sums due to the University, and
 - (b) for the collection, custody, control, disposal and prompt and proper accounting of the Vote or Sub-vote Holder responsible.
- 6.5 Particulars of all charges to be made for work done, services rendered or goods supplied by a Vote or Sub-vote Holder to another shall be promptly notified in writing to the Bursar for the purpose of raising charges to parties concerned.
- 6.6 Any Officer of the University shall notify the Bursar of all monies due to the University under agreements prepared in their departments. A copy of each of the completed documents including statements in respect of all purchases and sale of property shall be forwarded to the Bursar.
- 6.7 Rules and procedures for amounts and conditions of payments of any fees by students shall be set by the Council of the University and implemented by the Vice Chancellor through the Deputy Vice Chancellor (Planning, Finance and Administration). Failure to pay any fees shall entail imposition of sanctions which can include termination of registration, barring from examination, withholding of results and postponement of graduation.
- 6.8 With regard to revenue the Bursar shall ensure that:
 - debtors invoices are raised promptly in respect of income due to the University
 - swift and effective action is taken to collect overdue debts in accordance with the University's formal procedures
 - outstanding debts are monitored and monthly reports are prepared.

- 6.9 The Bursar is responsible for implementing credit arrangements and indicating a period in which different types of invoices must be paid. All amounts due to the University must be paid within thirty days of the date of invoice. These credit arrangements must be approved by the Planning and Finance Committee. Any significant subsequent changes must be submitted to the Planning and Finance Committee for approval.

Recording and Control of Income

- 6.10 The Bursar shall be the custodian of the University funds. Vote and Sub-vote Holders are to take proper steps within their powers to collect and bank such funds daily.
 - (a) Every sum received on behalf of the University by cashier or other authorized employee of the University shall be immediately acknowledged by the issue of an official receipt, ticket or voucher. The official receipt must be completed, in indelible writing, by the receiving officer, signed and dated. Where electronic receipt is issued must also be complete in all respect including signature and date. The receipt shall show clearly the purpose for which the money was paid.
 - (b) No form of receipt, ticket or voucher is to be used without authority of the Bursar who will arrange for the printing of all forms of receipts, tickets or vouchers, and ensure that they are serially numbered, recorded and controlled.
 - (c) When a cheque is received the number of the cheque shall be quoted on the receipt.
 - (d) The Public should be informed by way of a notice at the Cash Office counter that an official receipt must be obtained for any sum paid to the University.
 - (e) All cashiers shall be covered by fidelity guarantee insurance.
- 6.11 Every transfer of money from one employee of the University to another shall likewise be immediately acknowledged by the issue of receipt, or in appropriate cases, by signature in the cash accounting records.
- 6.12 All money received on behalf of the University by any School, Institute or Department shall be deposited with the Bursar or with a person appointed by the Bursar, provided that in special cases, by arrangement with the Bursar, such money shall be deposited direct with the University's bankers. All funds received on behalf of the University must be banked on a daily basis.
- 6.13 All moneys received in foreign currency shall be receipted, recorded and banked in that currency. The exchange rate ruling on that date should be noted.
- 6.14 Sums due to the University shall not be written off in the accounts except by approval of the MUHAS Council. Requests to write-off debts must be referred in writing to the Bursar for submission to Planning and Finance Committee for consideration. Such requests must be supported by evidence to indicate that all reasonable efforts have been made to recover the debt in accordance with prudent and established debt recovery procedures. The Bursar shall keep a register of such amounts written off for possible future recovery.

Physical Handling of Cash/Negotiable Instruments

- 6.15 All cheques for the University should indicate the payee as Muhimbili University of Health and Allied Sciences and be sent to the Bursar Muhimbili University of Health and Allied Sciences. Cheques received shall immediately be crossed "Not Negotiable Account Payee Only" and endorsed "For the credit to the account of the Muhimbili University of Health and Allied Sciences".
- 6.16 The Bursar shall pay promptly into the University's bank account daily all monies received by him and in any event not later than the next working day.

PART 7

BANK ACCOUNTS AND BANKING ARRANGEMENTS

Appointment of Bankers

- 7.1 Council is responsible for the appointment of the University's bankers on the recommendation of Planning and Finance Committee.

Opening and Maintaining Bank Accounts

- 7.2 The Vice Chancellor 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 Muhimbili University of Health and Allied Sciences lawful business and is properly approved by the Vice Chancellor on behalf of the Council. The accounts so opened shall be restricted to the specific purposes initially intended for.
- 7.3 The Bursar is responsible for, on behalf of Planning and Finance Committee, liaising with the University's bankers in relation to the University's bank accounts and the issue of cheques. All cheques shall be ordered on the authority of the Bursar who shall make proper arrangements for their safe custody.
- 7.4 Only the Bursar may, with the approval of the Vice Chancellor, open a bank account for dealing with the University's funds. All bank accounts shall be in the name of the University or its projects. No other division, department or section shall be empowered to operate a bank account relating to their or any other University activity. Similarly, no cheques or financial instruments made payable to the University shall be endorsed and credited to any other account.
- 7.5 All cheques drawn on behalf of the University must be signed in compliance to the University's Bank Mandate as approved by Council. All cheques must be signed by two authorised persons. Details of authorised persons and limits covered by the University's Bank Mandate shall be provided for in the University's detailed financial procedures.
- 7.6 The Bursar is responsible for ensuring that all bank accounts are subject to regular reconciliation and that large or unusual items are investigated as appropriate.

Electronic Banking Arrangements

- 7.7 All arrangements concerning the use of electronic banking facilities for the payment of staff salaries, creditors, etc. must be approved by the Council on the recommendation of Planning and Finance Committee.
- 7.8 The Bursar must ensure that the controls over and access to such facilities are rigorously established and enforced. There must be strict segregation of duties between those staff responsible for setting up payment transaction files and those staff responsible for checking and executing the electronic transfer instructions. Confirmation reports from the bank relating to transfer instructions received from the University must be checked back to the originating transaction reports by staff who were independent of those processes.

- 6.17 Cash in physical transit shall be insured, entrusted to an officer covered by fidelity guarantee insurance and shall be moved under armed escort.
- 6.18 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. An officer shall be liable for any loss if he has not taken reasonable precautions. Personal cheques shall not be received in exchange for cash or cash equivalents.

Printing and Control of Receipt Books

- 6.19 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, controlled and issued to Schools, Institutes, and Departments by the Bursar and all receipts and issues thereof shall be properly recorded.
- 6.20 Each Vote and Sub-vote Holder who receives money on behalf of the University for which he is accountable to the University shall keep such records including an accurate chronological account of all receipts and deposits as may from time to time be approved by the Bursar.
- 6.21 No alteration shall be made to any official receipt or other similar document and 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 initialed by the officer empowered to issue the document.

Research and Other Grants

- 6.22 Research can be defined as original investigation, undertaken to gain new knowledge and understanding, which may be directed towards a specific aim or objective.
- 6.23 The term 'research grant' is restricted to research projects funded by the government, donors, research institutions and foundations, charities, etc. All other externally financed research projects are classified as 'research contracts'.
- 6.24 Where approaches are to be made to outside bodies for support for research projects or where contracts are to be undertaken on behalf of such bodies, it is the responsibility of the head of department or Principal Investigator to ensure that the financial implications have been appraised by the Bursar.
- 6.25 The Bursar is responsible for examining every formal application for grant and shall ensure that there is adequate provision of resources to meet all commitments. The Bursar should ensure that the full cost of research contracts is established. The research agreement must be in line with the University's policy with regard to indirect costs and other expenses and take account of different procedures for the pricing of research projects depending on the nature of the funding body.
- 6.26 Research grants and contracts shall be accepted on behalf of the University by the Vice Chancellor.
- 6.27 The Bursar shall maintain all financial records relating to research grants and contracts and shall initiate all claims for reimbursement from sponsoring bodies by the due date.
- 6.28 Each grant or contract will have a named supervisor or grant holder and will be assigned to a specific budget centre.
- 6.30 Before taking off of any research project it will be the responsibility of the grant holder to ensure that account staff who will be involved in financial reporting have undergone sufficient training in terms of preparation of the required financial reports and applicable guidelines.

Closing of Bank Accounts

7.9 The Bank Account shall be closed where:-

- (i) In the opinion of the Deputy Vice Chancellor (Planning, Finance and Administration) upon recommendation by the Bursar, the account does not operate in conformity with the purposes initially intended for. In such circumstances, the Vice Chancellor shall request the Council to approve the closure of such an account.
- (ii) The purpose for which the account was intended for has been fully fulfilled.

7.10 Subject to provisions of the Muhimbili University of Health and Allied Sciences Charter of 2007, all conveyances, transfers, contracts, guarantees, agreements, bonds, authorities, mortgages charges, bills of exchanges, promissory notes, bank drafts, letters of credit, securities and other instruments whatsoever to which the University is a part shall be executed, on behalf of the University by:

- (a) The Vice Chancellor,
- (b) The Deputy Vice Chancellor (Planning , Finance and Administration) , or
- (c) Such other officer of the University as the Vice Chancellor may appoint in that behalf.

PART 8

PAYMENTS – GENERAL

Control and Vouching of Payments

- 8.1 All payments of University money shall be in accordance with these Regulations.
- 8.2 The date of payments of any amount shall govern the date of record of the transaction in the accounts. Payments may however be made before they are due for the purpose of utilizing an anticipated saving on an item.
- 8.3 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 approved budget.

Preparation of Payment Voucher

- 8.4 All requisitions for payments of whatever nature are to be supported by original payment vouchers. They are to contain full particulars of the goods or services for which payment is being made and reference to the authority for the expenditure. Supporting documents shall be attached on the vouchers.
- 8.5 All vouchers are to be typed or written in indelible writing. As far as possible separate vouchers are to be prepared for payments in respect of different allocations. The amount to be paid on cash voucher has to be expressed in words as well as in figures and care should be taken not to leave any spaces for other insertions. All payment vouchers are to show the appropriate code to which the charge is to be allocated.
- 8.6 Every voucher shall be certified and signed by the Bursar. Where the voucher contains more than one certificate it is to be signed separately. Alterations on a voucher are to be signed by the person who authorised the voucher.

Authorisation and Certification of Payment Voucher

- 8.7 A person authorising a voucher is responsible for the accuracy of every detail covered by his certificate to include that:
 - (a) The goods have been received, examined and approved with regard to quality and quantity, or that services rendered or work done is satisfactory.
 - (b) The purchase price is fair and reasonable and it is matched to the purchase order (or service agreement, letter of engagement etc.).
 - (c) The computations and casting on the voucher have been verified and are arithmetically correct.
 - (d) Persons named on the voucher are those entitled to receive payment.
 - (e) Payment has been recorded in the Vote Book and the invoice has not previously been passed for payment.
- 8.8 No person is permitted to sign a voucher which is made payable to himself, or his associate.

PART 9

PERSONNEL EMOLUMENTS AND BENEFITS

Appointment of Staff and Promotions

- 9.1 Subject to directives and circulars from the Treasury and UTUMISHI, and the Muhimbili University of Health and Allied Sciences Scheme of Service, no appointment of any employee and no promotion of existing ones shall be made unless such positions have been provided for in the staff establishment.
- 9.2 Persons who are entitled to receive salaries are those officers whose posts are scheduled in the approved establishment of a School, Institute, Department or other unit of the University.
- 9.3 Every person on first appointment or transfer to the University service shall be issued with a letter of appointment. This letter is the authority for payment of salary. No payment of salary may be made unless such a letter has been issued by the appropriate authority and the employee is confirmed to have reported on duty.
- 9.4 The Bursar shall be informed immediately an officer takes up his appointment and shall obtain from the previous employer the last pay certificate for an officer joining the University on secondment or transfer from Government or other Institutions.

Payroll Particulars

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

Payment Procedures

- 9.6.1 The Bursar shall be responsible for all payments of salaries and wages to all staff including payments of overtime/extra duty allowances for entitled staff and time compensation for staff involved in Research/Projects. Bursar shall also be responsible in paying fees/allowances payable to External Examiners, visiting Lecturers, Researchers and Part-time Faculty.
- 9.6.2 All salaries shall only be paid through bank account and therefore all staff are obliged to submit their Bank account number to Bursar through the Head of Human Resource Management and Administration. Under special circumstances, and following an approval from the DVC-PFA, the salary may be paid by a cheque,
- 9.6.3 All overtime/Extra duty allowances to eligible staff shall be paid after filling in a prescribed form that must be signed by the employee, his immediate supervisor and verified by the Head of Human Resources Management and Administration for onward transmission to DVC-PFA for final approval.
- 9.6.4 Payments related to fees/allowances payable to external examiners, visiting Lecturers/ Researchers and Part-time Faculty shall be made through a prescribed form signed by the Head of Department, Dean of the respective School/Director of the Institute and approved by DVC-ARC.

- 8.9 With the exception of vouchers paid out of standing imprest, all vouchers for payment must be submitted to the Bursar for authorisation.
- 8.10 As far as possible, all payments of the University shall be made by crossed cheques.

Modes of Payment

- 8.11 Payment must be made to the persons named in the vouchers or their accredited agent and as far as possible must be made by means of a direct bank transfer of crossed cheques.
- 8.12 Where payments are made in cash, signed receipts (duly stamped where necessary) must be taken at the time of payment.
- 8.13 Where the recipient of payment is unable to write he shall make his 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.
- 8.14 For the purpose of avoiding the danger of duplicate payment being made on a voucher, as soon as a voucher has been paid the officer making the payment will stamp "PAID" across the face of the voucher and 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 liable and be charged for the amount of any loss.

Appointment of Cheque Signatories

- 8.15 Cheque signatories for MUHAS shall be appointed by the Vice Chancellor and approved by the Council.
- 8.16 Cheque signatories will be composed of the following groups:

Groups A:

1. Vice Chancellor
2. Deputy Vice Chancellor (Academic, Research and Consultancy)
3. Deputy Vice Chancellor (Planning, Finance and Administration) and
4. Any other person appointed by the Vice Chancellor

Groups B:

1. Bursar
2. A Principal/Senior Accountant and
3. Any other person appointed by the Vice Chancellor.

Delegated Authority for Financial Transactions

- 8.15 No officer of the University is authorized to commit the University to expenditure unless sufficient funds are available in the budget.
- 8.16 Where pre-negotiated agreements exist university-wide for the supply of goods and services, these must be used by Sub-vote Holders.
- 8.17 Vote and Sub-vote holders may approve expenditure on an item up to the value stipulated in the MUHAS Procurement Regulations that have been prepared in accordance with the Public Procurement Act and associated Regulations. For expenditure on an item in excess of values allowed in the MUHAS Procurement Regulations/Standard Operating Procedures; Sub-vote Holders must first obtain approval of the Deputy Vice Chancellor (Planning, Finance and Administration) and in the case of the Deputy Vice Chancellor, the Vice Chancellor prior to the purchase order being raised.
- 8.18 For expenditure on items in excess of maximum thresholds provided for in the Procurement Regulations Sub-vote Holders must obtain approval from the Vice Chancellor prior to the purchase order being raised.

PART 10

PETTY CASH PAYMENTS AND OTHER IMPRESTS

Application of Imprest

- 10.1 An Officer of the University may be provided with funds when it is expedient for him to make payments without prior submission of vouchers to the Bursar. These funds are provided in the form of Imprest. The Bursar shall issue imprest only on the recommendation of the Dean of the School, Director of an Institute, Head of Department or Research Grant Holder (Principal Investigator). An imprest shall be issued to an individual member of staff by name and not to a holder of an office.
- 10.2 Application for Imprest shall be made on appropriate forms and addressed to the Deputy Vice Chancellor (Planning, Finance and Administration) by the sub-vote holder, who is to state the purpose of the Imprest, the amount required and the name of the applicant. He shall certify that the imprest is not excessive and that it is required to incur expenditure for the University lawful business. For a larger imprest (which exceed maximum amount allowable per imprest) a mini-budget shall be submitted together with the application.
- 10.3 Imprest being funds in form of cash that may be issued to the University staff who require cash to be readily available to meet immediate payments for official purposes fall into two main categories; standing imprest issued to officers to meet payments during financial year and temporary imprests issued to University officers to meet travelling and hotel expenses necessarily incurred on official duty.
- 10.4 Request for temporary imprests must be made as the need arises and should be submitted to the Sub-vote Holder or the Deputy Vice Chancellor (Planning, Finance and Administration) where relevant at least 14 days before the money is required.
- 10.5 An imprest must be restricted to the minimum amount required for the purpose for which it is issued.
- 10.6 All imprests of whatever nature shall be issued in the names of the officers who hold them and they will 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.
- 10.7 An imprest should not be charged in the accounts as final expenditure but must be entered in the cash book as a payment and will be allocated under a separate account entitled "Imprests".

Duties of Imprest Holder

- 10.8 It is the duty of imprest holder to:
 - a) Account for the imprest in accordance with these Regulations.
 - b) Ensure that the imprest to him 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;

- 9.6.5 Cheques and Bank direct credits for payment of salaries and wages shall be prepared by the Bursar or by a person authorized by him.
- 9.6.6 Vouchers related to salary payments shall only be written when are accompanied with duly approved Bank lists.
- 9.6.7 The Bank lists shall be prepared by the Accounts payroll section and shall be signed by persons preparing and checking them.
- 9.6.8 The salary Bank lists shall be valid documents only after an approval by the Head of Human Resources Management and Administration who is ultimately responsible for the accuracy of information in the payroll.
- 9.7 Mid-month advances shall be kept to a minimum and shall be cleared in the same month.
- 9.8 Salary advances and loans to the maximum of three months salary may be granted to a member of staff of the University on application to the Deputy Vice Chancellor (Planning, Finance and Administration) provided that:
 - (a) Funds are available,
 - (b) Net take home pay after recovery of such loan shall not fall below a third of basic salary, and
 - (c) The amount so granted shall be recovered within the same Financial Year.
- 9.9 The Bursar shall be responsible for keeping all records relating to payroll of all employees of the University including those of a statutory nature. Retention of such records will be in accordance with the Document Retention Policy of MUHAS as per Appendix I.

Allowances

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

Termination of Employment

- 9.11 The Bursar shall be informed 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 should be monitored since delay in communication may lead the officer to continue to draw salaries to which he is not entitled.
- 9.12 Where an Officer absconds from the services of the University, the Head of School/Institute or Department shall immediately report the incident to the Deputy Vice Chancellor (Planning, Finance and Administration) and the Bursar. Upon receipt of such information, the Bursar shall arrange to suspend the Officer's salary pending final decision from the Appointment and Human Resource Management Committee or the Deputy Vice Chancellor (Planning, Finance and Administration) as appropriate.

- 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 imprests;
- f) Ensure that the full amount of the imprest can be fully accounted for at all times in cash/money at bank and /completed payment vouchers;
- g) Ensure in the case of standing imprest that the imprest is replenished as and when necessary but not less frequently than once each month and
- h) Be ready at any time to produce to the Bursar or his appointed officer the amount of the imprest in cash/ bank balance or completed vouchers

Retirement and Renewal of Imprest

- 10.9 All imprests shall be retired within seven (7) days after completion of the activity failure of which recovery shall be made from his salary without notice. The Bursar shall conduct quarterly review of all outstanding imprest.
- 10.10 Claims for reimbursement for prior approved activities must be made on the standard form provided by the Finance Department, and be supported by invoices or other supporting documents.
- 10.11 A second imprest shall not be issued unless the previous imprest has been fully retired.
- 10.12 The holder of 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.
- 10.13 All vouchers paid out of imprest must be certified as correct and coded by the Vote and Sub-vote Holder concerned.
- 10.14 All retirement documents including receipts and other documents shall be stamped as posted to avoid re-use.
- 10.15 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.
- 10.16 The Bursar shall issue receipts or certify to staff who have fully retired imprests.

Travelling, Subsistence and Other Allowances

- 10.17 It is the policy of the University that employees are paid or reimbursed the actual cost of expenses incurred wholly, exclusively and necessarily in the performance of the duties of their employment. The rates and allowances for such expenses are approved by the Government or Council on the advice of its Planning and Finance Committee and included on all University Travel and Expenses claim forms.
- 10.18 All claims for payment of subsistence allowances, travelling and incidental expenses shall be submitted for payment using the University's Travel Expense Claim form and in accordance with the prevailing rules, rates and allowances. All claims must be supported by original receipts, vouchers, tickets etc.
- 10.19 Claims by members of staff must be certified by their head of department or Dean in the case of heads of departments. The Vice Chancellor shall certify the claims of Deputy Vice Chancellor (Academic, Research and Consultancy) and Deputy Vice Chancellor (Planning, Finance and Administration). The Deputy Vice Chancellor (Academic, Research and Consultancy) shall also certify claims of the Vice Chancellor. However, in the case of exceptional expenses for travel/subsistence, the Deputy Vice Chancellor (Planning, Finance and Administration) shall certify the expenses of the Vice Chancellor and the Deputy Vice Chancellor (Academic, Research and Consultancy) - in particular if both the Vice Chancellor and Deputy Vice Chancellor (Academic, Research and Consultancy) are involved in the same event. Certification by any officer 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 University.

Where subsistence allowance has been paid, but the payee has spent a fewer days than expected, the amount of subsistence allowance for the unspent days shall be retired within seven (7) days after the payee has returned back. If the said amount is not retired within this period, the Bursar shall be empowered to recover the amount from the Officers salary without notice.

Petty Cash

- 10.20 The Bursar shall make available imprests to a School or Department or Institute for the purpose of defraying petty cash expenses. The Dean of the School, the Director of an Institute or the Head of Department shall submit an application in the appropriate pre-designed form to the Bursar requesting him to issue a standing imprest. Cash receipts must not be added to the petty cash float.
- 10.21 Such a petty cash float is provided to pay minor expenses and may not be used for wages or salaries, or for payments to regular suppliers. Petty cash floats must not be used for personal expenditure.
- 10.22 It may be used to reimburse travel expenses under an amount prescribed from time to time by the Bursar, on condition that a travel claim form is used.
- 10.23 The University shall maintain a petty float of Tshs 4,000,000/= where petty cash expenses will be funded.
- 10.24 A single item for petty cash should not be more than Tshs. 50,000/= . All purchases must be supported by receipts or vouchers.
- 10.25 Requisitions for reimbursement must be sent to the Bursar for approval, together with appropriate receipts or vouchers, before the total amount held has been expended, in order to retain a working balance pending receipt of the amount claimed.
- 10.26 The Budgetary Unit is responsible for the security of the float and the member of staff granted a petty cash imprest is personally responsible for its safekeeping. The petty cash box must be kept locked in a secure place in compliance with the requirements of the University's insurers when not in use. 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.
- 10.27 Standard University petty cash books are supplied by the Bursar and must be used for recording all imprest accounts.
- 10.28 The Bursar shall arrange for surprise checks of cash balances to be made at least once every three months.
- 10.29 At the end of the financial year a certificate of the balances held should be completed by the member of staff responsible for the float and counter-signed by the head of department.

PART 11

HANDING/ TAKING OVER OF CASH, STORES AND STOCKS

Handing/Taking over Procedures

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

PART 12

ACCOUNTING FOR GOODS, STOCKS AND STORES

Responsibility for Goods, Stocks and Stores

- 12.1 Heads of Schools, Institutes and departments are responsible for establishing adequate arrangements for the custody and control of stocks and stores within their departments. The systems in use for stores accounting in departments must have the approval of the Bursar.
- 12.2 Heads of Schools, Institutes and Departments are responsible for ensuring that regular inspections and stock checks are made and that reconciliations of all stock movements are carried out. Stocks and stores of a hazardous nature such as chemicals and medicines should be subject to appropriate security checks.
- 12.3 Heads of Schools, Institutes and Departments shall arrange for the complete check of their inventories annually towards the end of the financial year and deficiencies or surpluses revealed or items surplus to requirements or obsolete shall be dealt with in accordance with the University Procurement Regulations.
- 12.4 Inventory forms will be prepared in duplicate, one copy to be retained by the person having charge of the inventory and original sent to the Bursar.
- 12.5 Every officer in charge of stores and vote and Sub-vote Holders are responsible for safeguarding the stores and ensuring that they are properly sheltered, protected and maintained. These officers; Vote and Sub-vote Holders shall also ensure that sufficient levels of stores and stocks are maintained to avoid stock-outs or over-stocking.

PART 13

FIXED AND IMMOVABLE ASSETS

Acquisition of Fixed and Immovable Assets

- 13.1 The purchase, lease or rent of land or buildings or fixed assets can only be undertaken with authority from the Council. Such considerations will normally be allowed only as part of the University Annual Capital Development programme requirements under the strategic planning procedures.

Care of Fixed and Immovable Assets

- 13.2 It shall be the overall responsibility of the Deputy Vice Chancellor (Planning, Finance and Administration) to ensure that all fixed assets of the University are afforded appropriate safeguards and protection against waste, misuse, fraud, theft, pilferage, misappropriation, destruction and any other untoward acts and circumstances.
- 13.3 In particular and without prejudice to the generalities of the foregoing, the Deputy Vice Chancellor (Planning, Finance and 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 firefighting equipment in all University's Buildings and Stores. Provided that the benefits derived from such safeguards and controls justify the cost of setting up and maintaining such safeguards and controls.

Control of Fixed and Immovable Assets

- 13.4 The Deputy Vice Chancellor (Planning, Finance and Administration) shall ensure that any asset whether movable or immovable issued to every officer and every employee of the University whether they are issued to such officer or employees as a tenant, or for use in doing his work, or for mere custody is made fully responsible for the care, safety and proper use of such assets.
- 13.5 The Bursar is responsible for maintaining the University's fixed asset register of land, buildings, fixed plant and machinery. The register will record all assets of capital nature. The Bursar shall ensure that all the University's movable fixed assets are properly indexed and marked.
- 13.6 In addition to the asset register maintained by the Bursar, heads of division/departments are responsible for maintaining inventories of all plant, equipment and furniture and stores in their Schools, Institutes departments with an individual or collective purchase value in excess of TAS. 500,000. The inventory must include items donated or held on trust. Inventories must be checked at least annually and retained in the form prescribed by the Bursar.

- 13.7 Every Vote and Sub-vote Holder shall prepare at least once in a year an inventory in a form agreed by the Bursar of buildings, all movable plant and machinery, and vehicles. As for furniture, equipment and fittings the Vote and Sub-vote Holder shall prepare an inventory to indicate condition and location of each item of asset with intimation to the Bursar for control purposes.

Charges on University Assets

- 13.8 No charge shall be made on any fixed or immovable asset of the University without prior approval of the Council after a recommendation from the Planning and Finance Committee.

Disposal of Fixed and Immovable Assets

- 13.9 No fixed or immovable asset of the University shall be disposed off without the approval of Council.

PART 14

BOARD OF SURVEY

Appointment, Composition and Duties

Appointment

- 14.1 The Deputy Vice Chancellor (Planning, Finance and Administration) shall appoint a Board of Survey to examine and verify any assets of the University where it is found necessary and at times considered appropriate.

Composition

- (b) The Board will consist of not less than five members appointed by the Deputy Vice Chancellor (Planning, Finance and Administration). The Deputy Chancellor (Planning, Finance and Administration) shall also appoint the Chairperson of the Board of Survey and the Head of the Procurement Management Unit shall be the Secretary to the Board of Survey.
 - (c) At any meeting of the Board of Survey one half of members shall constitute a quorum.
 - (d) Any person, who has been appointed but is unable to serve on the Board because of emergency, is to report the fact immediately to the Deputy Vice Chancellor (Planning, Finance and Administration) who will nominate another suitable member to serve on the Board.
 - (e) The Board of Survey may establish sub committees which shall consist of persons who are, or are not members of the Board for the purpose of advising the Board on any specific matter.
- 14.2 An Officer whose assets [e.g. cash balances, securities and inventory] are to be surveyed must be present in his office at the time when the Board has arranged to attend, and ensure that the survey can be carried out with as little interference as possible. He/she must have all books of accounts balanced, inventory records, cash and securities readily available for inspection.
- 14.3 The Chairperson of the Board of Survey is to advise Deans of Schools, Directors of Institutes and Heads of Department concerned and members of the Board as to the time and place at which the Board will assemble.

Reporting

- 14.4 After the survey, the Board is to submit a report to the Deputy Vice Chancellor (Planning, Finance and Administration) signed by all members of the Board. The Deputy Vice Chancellor (Planning, Finance and Administration), on receipt of the report shall arrange to implement the recommendations in an appropriate manner.

Special Board of Survey

- 14.5 The Board of Survey may, from time to time, be appointed by the Deputy Vice Chancellor (Planning, Finance and Administration) to sit as a Special Board of Survey for the disposal of assets that are either surplus to requirements or no longer serviceable, or to verify existence and condition of any assets as desired by Deputy Vice Chancellor (Planning, Finance and Administration).
- 14.6 The Board of Survey shall advise the Deputy Vice Chancellor (Planning, Finance and Administration) on items which needs to be disposed off.
- 14.7 The Deputy Vice Chancellor (Planning, Finance and Administration) shall recommend to the Vice Chancellor and the Vice Chancellor shall seek authorization from Permanent Secretary to the Treasury.
- 14.8 After authorization items that are to be subjected to disposal have to be valued and the appropriate Tender Board shall approve the method of disposal by tender or auctioning.

PART 15

ANNUAL ACCOUNTS AND AUDIT

Legal Requirement

15.1 The Vice Chancellor shall submit or cause to be submitted to the University Statutory Auditors the annual Financial Statements of the University within three months after 30th June each year for audit.

Statutory Audit

15.2 The University statutory external auditors shall have authority to:

- (a) access University premises at reasonable times, access all assets, records, documents and correspondence relating to any financial and other transactions of the University,
- (b) require and receive such explanations as are necessary concerning any matter under examination,
- (c) require any employee of the University to account for cash, stores or any other University property under his/her control, and
- (d) access records belonging to third parties, such as contractors when required.

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

15.4 It shall be the duty of the Bursar to obtain written acknowledgement of all accounting books and records and returns and any other documents related to these and hand them over to the University Statutory Auditors for conducting the audit of the Accounts of the University.

15.5 The Vice Chancellor shall give the University Statutory Auditors every facility necessary to carry out the audit.

15.6 It shall be the duty of the Vice Chancellor to reply promptly to any observations and queries raised by the University Statutory Auditors.

15.7 The use of green pencil and ink shall be exclusively reserved for University 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 University.

Retention of Accounting Documents

15.8 All accounting documents and records shall be retained in an orderly manner and satisfactory condition within the University. Appendix I lists types of documents and retention periods as per the Muhimbili University of Health and Allied Sciences Document Retention Policy.

Auditor's Report

15.9 The Vice Chancellor shall submit to the Council through the Audit Committee, the Auditor's Report on the accounts of the University as soon as practicable but not later than the subsequent Council meeting.

Other Audits

15.10 The University may, from time to time, be subject to audit or investigation by external bodies such as the National Audit Office, Tanzania Revenue Authority, Parliamentary Committee, etc. They have the same rights of access as external and internal auditors.

PART 16

THE AUDIT COMMITTEE

Establishment of the Audit Committee

16.1 The Council of the University has an Audit Committee as independent and advisory organ that reports directly to the Council. Appointment to the Audit Committee shall be for a period not exceeding three years. The Audit Committee has the objective of promoting and raising the standards of corporate accountability and governance within the University.

Role and Responsibility of the Audit Committee

16.2 The role of the Audit Committee is to provide effective, informed and independent oversight of management of the University and to reassure stake holders of the integrity of the financial statements and the control systems in place. The audit committee provides a forum whereby key players in the University, namely the management, internal audit and external audit, can interact, discuss and resolve any issues of concern.

16.3 The Committee is responsible for identifying and approving appropriate performance measures for internal and external audit and for monitoring their performance. It is responsible for monitoring the University's internal control and risk management systems and accounting policies. It must also satisfy itself that satisfactory arrangements are in place to promote economy, efficiency and effectiveness and as part of its responsibility in monitoring Value for Money Work.

16.4 The Audit Committee has the right of access to obtain all the information it considers necessary and consult directly with the internal and external auditors.

Functions of the Audit Committee

16.5 The functions of the Audit Committee shall include:

- (a) To advise the Council on the appointment of the external auditor, the audit fee, the provision of any non-audit services by external auditor, fees for such non-audit services, and any questions of resignation or dismissal of the external auditor appointed by the Controller and Auditor General;
- (b) To approve the internal audit and annual strategic audit plans of the University and to monitor the conduct of both the internal and external auditors during the course of execution of their assignments and to ensure maintenance of their independence;
- (c) To advise the Vice Chancellor (Accounting Officer) on action to be taken on matters of concern raised by the internal auditor or the report of the Controller and Auditor General concerning the University;
- (d) To discuss if necessary with the external auditor, before the audit commences, the nature and scope of the audit;
- (e) To discuss with the external auditor on the nature and scope of audit prior to commencing of audit, problems and observations arising from the interim and final audits, including a review of the management letter incorporating management responses and any other matters the auditor may wish to discuss (in the absence of management where necessary);

- (f) To consider and advise the Council on the appointment and terms of employment of the internal auditor and questions of resignation or dismissal of the internal auditor;
- (g) To review the internal auditors' audit needs assessment and the audit plan; to consider major findings of internal audit investigations and management's responses and promote co-ordination between the internal and external auditors;
- (h) To keep under review the effectiveness of internal control systems and in particular to review the external auditors' management letter, the internal auditor's annual report and management responses;
- (i) To monitor the implementation by management of agreed audit-based recommendations as well as directives given by the Parastatal Organizations Accounts Committee, Social Affairs Committee of the Parliament of the United Republic of Tanzania or any other parliamentary body appointed or formed to handle such issues;
- (j) To consider elements of the annual financial statements in the presence of the external auditor, including the auditor's formal opinion and any corporate governance statement;
- (k) To form independent investigation teams with respect to fraud and irregularities when and if the Council raises concern over the management of resources of the University.

Reporting procedure for the Audit Committee

16.6 The Audit Committee shall meet at least quarterly in each financial year.

PART 17

ACCOUNTING POLICIES AND PRACTICES

- 17.1 The University shall determine from time to time the appropriate accounting policies in conformity with International Financial Reporting Standards and Public Finance Act of 2011.
- 17.2 The policies shall be approved by Council before they are effected in the preparation of Financial Statements of the University.
- 17.3 The detailed accounting procedures and practices shall be embodied in Financial Accounting, Financial Management and Costing Standard Operating Procedures.
- 17.4 Standard Operating Procedures shall supplement these regulations but not replace them.

PART 18

FINANCIAL MANAGEMENT AND INVESTMENTS

Authority to Invest

- 18.1 The Council has power to invest funds, properties, and other assets of the University in such Investments, and subject to such conditions as are prescribed by the Trustee Investment Act 1967, in relation to investment by a Trustee.

Objectives

- 18.2 The University may establish economically viable investment/projects for the purposes of :
 - (a) Augmenting the University's sources of Income.
 - (b) Improving and facilitating the provision of goods and services to the University and its community.
 - (c) Providing, whenever possible areas for practical training.

Viability Study

- 18.3 All projects envisaged to be established by the University must be supported by feasibility studies and project write-ups and reports showing the economic viability of such projects. On receipt of such reports the Deputy Vice Chancellor (Planning, Finance and Administration) in consultation with the Bursar shall recommend the project proposal to the Council through the Estates Committee and/or Planning and Finance Committee.

Reporting Relationships

- 18.4 The Council is responsible for the custody and investment of all of the University's funds. It is advised in this respect by the Planning and Finance Committee in the case of cash, money market investments and borrowings – i.e. the traditional treasury management function as well as in the case of endowment asset investments and fixed asset investments – i.e. investments held for the longer term and not for immediate realisation.
- 18.5 The Bursar is responsible for maintaining records of all investments, both capital and income, for arrangements to ensure the safe custody of all relevant documents and for reporting investment performance regularly to the responsible committees.
- 18.6 The Planning and Finance Committee is responsible to the Council for approving a treasury management policy concerning the management of all cash, money market investment and capital market transactions in connection with the cash and funding resources of the University and the control of the associated risks. The Planning and Finance Committee has a responsibility to ensure implementation, monitoring and review of such policies.
- 18.7 All executive decisions concerning short-term borrowing, investment or financing shall be delegated to the Deputy Vice Chancellor (Planning, Finance and Administration) an appropriate reporting system set up. All borrowing shall be undertaken in the name of the University.
- 18.8 The Deputy Vice Chancellor (Planning, Finance and Administration) will report to each meeting of the Planning and Finance Committee on the activities of the financial management operation and on the exercise of financial management powers delegated to him.

Donations, Gifts and Bequests

- 18.9 All donations, gifts, bequests etc. shall be received on behalf of the University by the Council. Details of all such receipts and any conditions attached to them will be reported to the Deputy Vice Chancellor (Planning, Finance and Administration) who shall prepare a report to the Planning and Finance Committee for final reporting to the Council. Similarly, where the bequest, donation etc. stipulates that the capital should be used to endow a scholarship or prize fund or that it should be used for a specific 'academic' purpose, a report should also be made to the Senate.
- 18.10 The Council will exercise the duties of trustees for any bequests made under Trust. Such bequests must be invested in accordance with the Trustee Investments Act 1967.

Appropriation of Incomes from Capital Funds

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

PART 19

INSURANCE

Policies and Records

- 19.1 All the Insurance policies of the University shall be under the direction and control of Deputy Vice Chancellor (Planning, Finance and Administration).
- 19.2 All Vote and Sub-vote Holders and Heads of Departments shall give prompt notification to the Deputy Vice Chancellor (Planning, Finance and Administration) of all new risks and additional property and equipment which require to be insured and the amount of cover required and of any alterations affecting existing risks or insurances, and the Deputy Vice Chancellor (Planning, Finance and Administration) shall take such steps as are desirable to insure adequately against the risk involved.
- 19.3 The Bursar shall at least once in each year, furnish Vote and Sub-vote Holders and/ or Heads of Departments with details of all Insurance policies in force affecting their department. Each Vote and Sub-vote holder or Head of Department shall review the Insurance policies in order to ensure that all the properties, equipment and other risks for which insurance should be affected are adequately covered. Particulars of any risks not insured shall be notified to the Bursar.
- 19.4 Each Vote and Sub-vote Holder and Head of Department shall keep suitable records to ensure that inspection of engineering plants under his control, which are normally carried out by the Inspector of Works and Factories are indeed carried out within the prescribed periods.
- 19.5 The Bursar shall keep a register of all Insurance policies effected by the University and the risk covered.

Claims

- 19.6 Each Vote and Sub-vote Holder and Head of Department shall notify the Bursar of all claims and losses within 48 hours of occurrence of the event, giving full account of the loss, the time of the incident and any person injured or property damaged. The Bursar shall intimate/transmit the claim to insurers within seven (7) days from the date of accident, death or loss.
- 19.7 All money due and received from the insurers shall be payable to 'Muhimbili University of Health and Allied Sciences' and immediately deposited into MUHAS bank account.

IRREGULARITIES

Duty to Report Occurrence of Losses and Irregularities

- 20.1 On occurrence of any loss of University money or property from whatever cause, an immediate report is to be made by the Head of Department where the loss occurred to the Deputy Vice Chancellor (Planning, Finance and Administration), the Bursar, the Chief Internal Auditor and Insurance Office. Such a loss report shall contain information on where the loss occurred, officers involved, circumstances in which the loss occurred, proposed action or action taken, etc. A detailed illustrative example of a loss report is shown on Appendix II.
- 20.2 Where the loss is:
- Not due to negligence or dishonesty of an officer of the University, the Deputy Vice Chancellor (Planning, Finance and Administration) shall take such action as he may deem fit.
 - Due to dishonesty and/or negligence on the part of the member of staff of the University, the Deputy Vice Chancellor (Planning, Finance and Administration) shall immediately report the matter to the Police depending on the materiality and the circumstance under which the loss happened.
 - Where the circumstances under which the loss of University money or property is not apparent, the Deputy Vice Chancellor (Planning, Finance and Administration) shall immediately appoint an Inquiry Board for detailed investigation. On receipt of such report, the Deputy Vice Chancellor (Planning, Finance and Administration) shall report to the police or take such measure, as he may deem necessary.
- 20.3 An Officer of the University who discovers a loss or irregularities regarding the handling of University assets, money and or property shall report immediately the circumstances to the Vote Holder or Head of Department who shall take up the matter as required by Regulation 20.1.
- 20.4 It is not within the discretion of any member of staff to withhold a report of any case of loss notwithstanding that restitution is to be made.

Whistle Blowing

- 20.5 Whistle blowing is the disclosure by an employee or any other party about malpractice in the workplace. A whistleblower can blow the whistle about 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.
- 20.6 Normally, any concern about a work place matter at the institution should be raised with the relevant member of staff' immediate line manager or head of department. However, the University recognizes that the serious 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 Vice Chancellor, it may be raised with the Chairman of the Council.

DOCUMENT RETENTION POLICY

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

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

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

This guideline covers minimum retention periods for accounting records to discharge the University's legal and statutory obligations in respect of the various taxing authorities and audit requirements.

	Document type	Retention period
1. Finance		
1.1	Financial Planning:	
	Financial Forecasts and Budgetary Working Papers.	Current Financial Year plus 6 years
	Final Estimates.	Permanent
	Financial Strategy: 5 year plan.	Permanent
1.2 Financial Reporting:		
	Closing papers and notes related to year end accounts.	Current Financial Year plus 10 years
	Financial Statements and Detailed Accounts	Permanent
1.3 Ordering		
	Tendering documentation (RFPs, invitations, bids, evaluations, etc.).	Current Financial Year plus 7 years
	Official Orders.	Current Financial Year plus 7 years
	Delivery Notes, Goods Received Notes.	Current Financial Year plus 7 years
1.4 Purchasing		
	Purchase invoices, credit notes, including expense claims, petty cash floats, etc.	Current Financial Year plus 7 years
	Cheque authorisation reports.	Current Financial Year plus 7 years
	Management of relationship with suppliers.	termination dates plus 2 years

APPENDIX II:

ILLUSTRATIVE FORMAT OF THE LOSS REPORT

LOSS REPORT

Department:

Office where loss occurred:

Date of loss occurrence:

Amount of loss [in currency, TAS, etc].:

Whether the loss was made good in whole or part:

In case of fraud, the votes or sub votes charged:

Name of the officer[s] responsible for safe custody of lost property:

Length of time the property has been in custody of the officer:

1.5 Sales	
Sales Invoices/Credit Notes.	Current Financial Year plus 7 years
Sales Receipts documentation, till rolls, etc.	Current Financial Year plus 7 years
Sales Ledgers	Current Financial Year plus 7 years
Statements	Audit plus 2 years
1.6 Management of Bank Accounts	
Paying-in Books.	Current Financial Year plus 7 years
Bank Statements.	Current Financial Year plus 7 years
Cancelled Cheques.	Current Financial Year plus 7 years
2. Payroll	
Payroll amendment notifications.	Permanent
Deduction authorities.	Permanent
Tax Code notifications.	Permanent
Salary advices.	Permanent
Bank transfer reports.	Permanent
3. Personnel	
Individual staff files.	date of leaving plus 10 years
Redundancy records - < 20	redundancy date plus 3 years
Redundancy records > 20	redundancy date plus 12 years
Organisational Development: Staffing Structures.	Permanent
Staff Performance Appraisal Reports.	6 years from end of employment
Application forms/interview notes	interview date plus 1 year
4. Insurance	
Insurance management.	policy termination plus 6 years
Insurance claims.	settlement plus 7 years
5. Tax Management	
VAT assessments, tax returns	Current Financial Year plus 7 years
Income Tax year end returns, etc.	Current Financial Year plus 7 years
Tax claims	Current Financial Year plus 7 years
6. Investments/Treasury, etc.	
Cash management (short loans, etc.)	Current Financial Year plus 7 years
Long-term investments policy	Permanent
Acquisition of Investments – contracts, etc.	Disposal plus 7 years
Disposal of Investments – contracts, etc.	Disposal plus 7 years
Portfolio Valuations	Permanent
Portfolio Ledgers	Permanent
7. Rent and Lease Administration	
Booking forms, etc.	Termination of Agreement plus 6 years
Conferences/Special Catering provisions, etc.	Current plus 6 years
8. Estate Management	
Legal Aspects of Ownership Deeds, Licences, Leases, Planning Applications, etc.	Permanent
Administration of Properties, etc.	Disposal plus 10 years

Names of other officers involved with the loss:

Names of Officers with inspection or supervisory duties:

Precise circumstances in which the loss occurred:

Details of arrangements in existence for safeguarding of public property:

Statement whether these arrangements had been properly carried out:

Details of arrangements in existence for periodic checking, and for depositing of money into banks or hand over of cash:

Statement whether these arrangements had been properly carried out:

Date of the last check by a Supervising or Inspecting Officer:

Date of the last check by the Internal Auditor:

Statement whether the loss arose directly or indirectly from negligence of any Officer:

Date Police were informed:

Result of Police investigation [attach copy of Police Report]

Whether prosecution of any person has taken place:

The result of prosecution, if any, giving details of any compensation to MUHAS:

Any further action proposed for recovery of the loss:

Details of accounting action taken:

Name of Officer reporting loss:

Designation

Date:

