



UNIVERSITY OF CAPE COAST

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FINANCIAL AND STORES REGULATIONS

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FOREWORD

It is a pleasure for me to provide a foreword to the revised Financial and Stores Regulations for the University. It is common knowledge that Public Universities in Ghana have challenges financing various programmes and activities.

Given the complex nature of the University, and following financial decentralisation, these Regulations are expected to guide Spending Officers in particular and the staff of the University in general to ensure that financial resources are not only judiciously used but also to ensure compliance with the principles of managing public funds. Thus, the new Regulations incorporate provisions from the following documents:

- University of Cape Coast Statutes, 2012
- University of Cape Coast Gazette, Vol.51. No.5
- University of Cape Coast Special Gazette, Vol.52, No.9
- Unified Conditions of Service for Unionised Staff of the Public Universities of Ghana, 1st January, 2008
- Financial Administration Act 2003, Act 654
- Financial Administration Regulations 2004
- Public Procurement Act 2003, Act 663
- Internal Audit Agency Act 2003, Act 658
- Labour Act 2003, (Act 657)

The Regulations are also in line with Key Thrust 11 of the University's Corporate Strategy 2012 - 2017 which deals with enforcement of fiscal discipline. It is my expectation that the document will be a useful working policy document for the University of Cape Coast.

Prof. D. D. Kuupole
Vice-Chancellor

At its 88th Meeting held on Friday, 14th August, 2015, Council on the recommendation of the Finance Committee approved the Report of Ad hoc Committee on the Review of the Financial and Stores Regulations of the University of Cape Coast.

1.0 POWERS OF THE UNIVERSITY COUNCIL IN FINANCIAL ADMINISTRATION

The control and disposition of all University property, funds and investments are vested in the University Council under Section 10 (page 5) of the University of Cape Coast Law 1992, PNDC Law 278 which succeeded the University of Cape Coast Act, 1971, (Act 390) and also by Statute 14 of Statutes 2012 (page 18) which provide as follows:

- 1.1 The Council shall be responsible for the management and administration of the finances and properties of the University. Council shall have general control over the affairs and public relations of the University including the use of the common seal of the University.
- 1.2 Without prejudice to the generality of provisions of the Law, Council shall:
 - (a) Control the finances of the University and shall have power to determine finally any question of finance arising out of the administration of the University or the execution of its policy or in the execution of any trust by the University, provided always that before determining any question of finance which directly affects the educational policy of the University, Council shall invite the opinion of the Academic Board and shall take into consideration recommendations made by the Academic Board.
 - (b) Be responsible for all measures necessary or desirable for the conservation or augmentation of the resources of the University. For this purpose, the University Council may from time to time specify any matter affecting the income or expenditure of the University in respect of which the consent of Council shall be obtained before action is taken or liability is incurred.

- (c) Annually determine the expenditure necessary for the maintenance of:
 - (i) Property of the University
 - (ii) An adequate staff for transacting the academic, financial and administrative business of the University, and shall, in its discretion, appropriate monies for these purposes.
- (d) Council shall keep books of accounts and proper records in relation to them. The account books and records shall be in the form approved by the Auditor-General, who shall audit them and forward a report to Council.
- (e) Council shall pay in respect of the audit such fees (if any), as the Auditor-General and the Council may agree on, or in the case of failure to agree, such as the Chancellor may determine.
- (f) Council shall forward the report received from the Auditor-General with its comments to the Minister responsible for Education for onward transmission to the Government.

1.3 **Finance Committee**

There shall be a Finance Committee which, subject to the general policy, control and with guidance of Council, shall on behalf of Council, perform the executive functions of Council with regard to all financial matters coming within the functions of Council prescribed by and subject to the law and these Statutes.

Without prejudice to the generality of Council's powers, the Finance Committee shall have power to:

- (a) Invest and otherwise manage the University funds
- (b) Incur, or authorise persons or bodies to incur expenditure from the University funds, including any income accruing to any section of or body within the University.

- (c) Control and regulate such expenditure by means of annual or other budgeting, by making allocations subject to any conditions it may determine, and by such means as it may think fit.
- (d) Approve annual estimates for transmission to the Government on behalf of Council.
- (e) Prepare the annual accounts of the University for approval by Council.
- (f) Control and regulate such expenditure in the light of the University's Financial and Stores Regulations.
- (g) Carry out any other functions that may be delegated to it by the Council.

2.0 **SCOPE AND DUTIES OF THE DIRECTORATE OF FINANCE**

2.1 **Director of Finance**

The Director of Finance is the Chief Finance Officer of the University and has general responsibility for the administration of the financial affairs of the University. He/she superintends over all staff of the Directorate of Finance. He/she is also responsible for ensuring that the accounts of the University are prepared in accordance with the Act establishing the University, the Statutes, Financial Administrative Act, and all other Regulations approved by the University.

2.2 Duties and Responsibilities of the Director of Finance

It shall be the duty of the Director of Finance with the assistance of the Deputy Director of Finance, College Finance Officers, Senior Accountants and Accountants as may be appointed, according to the establishments and regulations, from time to time to perform the following functions:

2.2.1 General Responsibilities

- (a) Responsible for the general administration of financial and all accounting matters of the University.
- (b) Custodian of accounting documents.
- (c) Initiate, update and introduce proper Accounting Systems and Procedures.
- (d) Ensure that Special Advances and Imprest are properly is disbursed and accounted for.
- (e) Direct supervision of General Stores.
- (f) Exercise due and proper care over the work of Cashiers and guard against any form of embezzlement, fraud and other irregularities.

2.2.2 Annual Budget

- (a) Prepare annual budget of Recurrent and Development Expenditure in accordance with Government directives on the budget policies for the ensuing year, or longer period, as may be determined by the University Council.

- (b) Issue guidelines to Provosts of Colleges, Deans of Faculties, Directors of Directorates/Institutes/Centres and Heads of Departments/Centres for the preparation of their estimates
- (c) Prepare budget for the Central Administration in consultation with the Vice-Chancellor and the Registrar
- (d) Collate and publish for consideration of the Planning and Resource Committee the annual budget of the University
- (e) Inform, on behalf of the University Council, the annual budget approved for various Units and other University organisations, the approved votes, grants and appropriations authorised for the operations and general purpose.

2.2.3 Subventions/Grants/Investments and other Funds

- (a) Arrange for the collection of subventions, grants, donations and gifts on behalf of the University and issue official receipts for all monies received.
- (b) Take measures for the recovery of monies due the University.
- (c) Make on behalf of the University such payments, disbursements or investments as may be properly authorised.
- (d) Ensure safe custody and proper disposition of all University funds, assets and liabilities.

- (e) Invest monies in such a manner as may be approved by the University Council.
- (f) Ensure that the University does not invest in Government Securities.

2.2.4 Accounts and Audit

- (a) Maintain proper records of Income and Expenditure, Assets and Liabilities and report quarterly on the finances of the University to the Vice-Chancellor and the University Council.
- (b) Obtain, collate and consolidate the annual financial statements of the University.
- (c) Forward the consolidated financial statements through the Vice-Chancellor to External Auditors for auditing.
- (d) In consultation with the Vice-Chancellor, comment on the Management Report of the External Auditors and submit same for the consideration of the Finance Committee and the University Council.

2.2.5 Surprise Inspection of Accounts

The Director of Finance or his/her representative may, from time to time, undertake surprise checks on Cashiers.

2.2.6 Records of University Properties

- (a) Ensure that proper records of accounts, and all properties are kept in such a manner as Council may require. Thus, the Director of Finance should ensure that Accounting Officers are provided with Cash Books, Registers, Receipt and Regulations Books suitable to the requirements.

- (b) Report to Council through the Finance Committee any case of failure to maintain the financial and other value records of the University in the form required.

2.2.7 **Control of Expenditure**

- (a) Ensure that expenditures are approved solely by authorised officers.
- (b) Ensure that officers authorised to approve expenditures within certain limits do not exceed those specified limits.
- (c) Ensure that no person approves an expenditure relating to his/her personal interest (e.g. Salary Advance, Travel & Transport).
- (d) Recommend for approval by the Vice-Chancellor detailed control arrangements for the issue of cheques or other similar instruments on behalf of the University.
- (e) Ensure that an effective system of control reporting is practiced.
- (f) Prepare monthly expenditure control report to Spending Officers.

3.0 **DUTIES, RESPONSIBILITIES AND LIABILITY OF SPENDING OFFICERS, CHIEF CASHIER AND CASHIERS**

3.1 **Spending Officer**

A Spending Officer is any officer having direct monetary or financial responsibilities connected with or arising from his/her official duties. Spending Officers may include the following: Provosts, Deans, Directors, Heads of Department and Centres, Hall Masters/Warden and any Officer who approves expenses.

3.1.1 **Duties of Spending Officer**

The following shall be the duties of a Spending Officer:

- (a) Responsible for the College/Faculty/School/Institute/Centre/ Department/Section/Unit Vote
- (b) To see to it that all monies collected are fully accounted for to the Cashier.
- (c) To see to it that payments made from imprest accounts are legitimate charge on the funds of the University and that such payments are fully authorised by him/her.
- (d) To report any cases of irregularities to the Director of Finance and the Director of Internal Audit and copy of such information to the Vice-Chancellor.

3.1.2 **Liability of Spending Officers**

Any Spending Officer who, without proper care, authorises expenditure in excess of an approved threshold renders himself/herself liable to a surcharge to the extent of the excess.

Heads of Department and Accounting Officers shall be held responsible for all duties entrusted to subordinates.

3.2 **Chief Cashier**

The Chief Cashier is the officer who is delegated by the Director of Finance to receive on behalf of the University, all subventions, grants, revenue and other incomes from government, students, Cashiers/Accounting Officers of the University and other payees and to make disbursements out of the funds on behalf of the University.

3.2.1 **Duties of Chief Cashier**

The Chief Cashier is responsible for:

- a) Receiving cash and issuing receipts
- b) Making bank lodgments and withdrawals
- c) Making payment of sundry claims to Staff/Students and others
- d) The custody of financial documents such as cheques, payment vouchers, receipt books issued by Director of Finance.
- e) The Petty-Cash Book

- (f) Keeping other records for the proper recording of all financial transactions of the University.
- (g) Making good any shortages that are discovered in his/her cash account.
- (h) Rendering account to the Director of Finance for any surplus that occurs in the accounts.

3.3 **Cashier**

A Cashier is an Officer other than the Chief Cashier, authorised by the Director of Finance, to collect revenue that accrues to the University. S/he is required to keep an official receipt book and account for the monies collected.

3.3.1 **Duties of a Cashier**

It is the duty of a Cashier to:

- a) Issue receipts for any sums of money received on behalf of the University.
- b) Account for all revenues collected by him/her.
- c) Lodge such monies daily into an appropriate bank account. All bank lodgments are to be supported by duplicate pay-in-slips.
- d) Cashiers shall not make payments of any kind from monies collected by them, but shall account for such monies in full.

3.3.2 Liabilities of a Cashier

The fact that the Directorate of Internal Audit conducts daily checks in connection with the University accounts or finances does not absolve any Cashier from shortages that may subsequently be detected.

3.4 Submission of Returns to Director of Finance

Accounting Officers in the Colleges/Faculties /Schools/Institutes/Centres/Departments/Sections/Units shall submit returns on income and expenditure to the Director of Finance and must do so not later than the tenth day of the following month.

4.0 SCOPE AND DUTIES OF THE DIRECTORATE OF INTERNALAUDIT

4.1 The Director of Internal Audit

The Director of Internal Audit shall be the Chief Audit Executive of the University. S/he shall superintend over all Directorate of Internal Audit staff. S/he shall ensure that the conduct of Internal Auditing activities are done in accordance with all relevant regulations.

4.2 The Scope of Internal Audit

The scope of the Directorate of Internal Audit shall encompass, but not limited to, the examination and evaluation of the adequacy and effectiveness of the organisation's governance, risk management, and internal controls as well as the performance of assigned responsibilities to achieve the organisation's stated goals and objectives.

4.3 Responsibilities of the Director of Internal Audit

The Director of Internal Auditor is directly responsible to the Vice-Chancellor in the performance of his/her duties. The functions of the Director of Internal Audit are as follows:

- a) Evaluating risk exposure relating to achievement of the organisation's strategic objectives
- b) Evaluating the reliability and integrity of information and the means used to identify, measure, classify, and report such information
- c) Evaluating the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the organisation
- d) Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets
- e) Evaluating the effectiveness and efficiency with which resources are employed
- f) Evaluating operations or programmes to ascertain whether results are consistent with established objectives and goals and whether the operations or programmes are being carried out as planned
- g) Evaluating the quality of performance of external auditors and the degree of coordination with Directorate of Internal Audit
- h) Monitoring and evaluating governance processes
- i) Monitoring and evaluating the effectiveness of the organisation's risk management processes

- j) Performing consulting and advisory services related to governance, risk management and control as appropriate for the organisation
- k) Reporting periodically on the Directorate of Internal Audit activity's purpose, authority, responsibility, and performance relative to its plan
- l) Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by University Management
- m) Evaluating specific operations at the request of the Board or Management, as appropriate
- n) Providing assurances to the University Council through the Vice-Chancellor about the effective application of control measures put in place by Management and the adequacy of such control processes.

5.0 RECEIPT OF UNIVERSITY MONEY

5.1 Official Receipts

Official numbered receipts shall be issued for all monies paid to the University or its bona fide agents. It is equally the duty and responsibility of the persons paying money to ensure that they obtain an official receipt.

5.2 Remittances through the Mail

The Secretary to the Director of Finance must keep a Register of monies received through the mail. The record must show from whom the money was received, the date of receipt, the amount received, the transaction involved, the number and the date of the receipt issued.

The Chief Cashier will sign in the Register for the cheque or draft taken over by him/her.

5.3 Receipts in respect of Auction Sales

All monies paid to the Chief Cashier in respect of auction sales made in the University shall be supported by the Auctioneer's account with his/her affidavit that the amount being paid was what was realized at the auction sales. Whenever a property of the University is auctioned, the Auctioneer will issue a chit to the purchaser stating the amount to be paid to the University Cashier in respect of the sale. The Auctioneer prepares a Statement of Account indicating type of assets disposed and the amount involved for the attention of the Director of Finance.

5.4 Alterations to Receipts

A receipt shall be cancelled and a fresh one issued if there was a mistake in the original receipt. Any cancelled receipt shall be retained in the Receipt Book for audit inspection. Any receipt issued shall not be erased, altered or authored by writing over.

5.5 Cash Surplus

Any cash surplus shall be promptly brought into account as revenue by the issue of a receipt for the surplus, pending such investigations as may be instituted by the Director of Finance. No cash surplus shall be set off against any cash shortage unless the Director of Finance, after investigation, is satisfied that any such surplus relates to a specific shortage and gives his/her written authority for such a set off.

6.0 VALUE BOOKS

6.1 Definition of Value Books

The term “value books” applies to any official form, book, or any electronic device used in the University's financial transactions, the improper use of which might occasion loss of the University's funds or trust moneys or loss to members of the University. Value Books include official receipt document, whether in the form of books, tickets or disc, cheque books, requisitions and bill books, or any other form which the Finance Committee or Council shall approve from time to time.

6.2 Registration and Control of Value Books

The Director of Finance is responsible for the registration and control of all Value Books used in the University.

6.3 Printing of and Responsibility for Value Books

- a) Only the Director of Finance is authorised to place order for the printing of official Value Books. All such Value Books shall be serially numbered and have security features. These shall be checked by the Director of Internal Audit before they are recorded in the Register of Value Books
- b) The Director of Finance shall periodically review and update the security features of Value Books that are susceptible to illegal duplication
- c) Cashiers and Accounting Officers requiring Value Books shall submit their requests to the Director of Finance

- d) Records of issues of Value Books to Cashiers and Accounting Officers shall be kept by the Director of Finance
- e) The Director of Finance shall in consultation with the Vice-Chancellor establish stock levels of Value Books to be printed for the use of the University.

6.4 Defective Value Books

- a) Value Books received, whether by post or direct delivery, shall be examined for defects in printing, numbering and paging
- b) Any Value Books found defective by Cashiers and Accounting Officers shall be returned to the Director of Finance
- c) The Director of Finance shall be responsible for notifying the printer of defective deliveries

6.5 Register of Value Books

The Stock Register for recording supplies and issues of Value Books shall be designed as follows:

- Receipt column showing the date of supply, the number of books received and their serial numbers
- A column shall be ruled for all issues made and the persons receiving the books shall sign against the quantities supplied
- Receipt books returned to suppliers will be similarly recorded in the supplies column and the reasons for their return shown in the remarks column.

6.6 Loss of Value Books

- (a) Notice of loss of receipt books or any Value Books must be given to the Director of Finance by the Provost/ Dean/ Head of Department/Section/Unit. The Director of Finance shall be responsible for initiating a loss report to the Finance Committee.

The University shall cause the loss to be published in the University's Gazette and/or national papers

- (b) Failure to report a loss of a Value Book is a breach of financial discipline.

6.7 Handing-Over Certificates for Value Books

When one officer hands over to another, a note should be signed by both officers required in respect of all Value Books held by the out-going officer. The handing over notes shall be supported by a detailed list showing the quantities and serial numbers of each type of book and the officer taking over shall sign below the last entry in the Register of Value Books. This shall be witnessed by the Director of Internal Audit or his/her representative.

6.8 Custody of Value Books

All Cashiers and Accounting Officers to whom Value Books are issued shall keep their own stock registers and ensure that both Value Books and stock registers are kept under lock and key. Cashiers and Accounting Officers shall be held responsible for the loss of any used or unused Value Books.

7.0 PAYMENT VOUCHERS

- (a) All payments for services and goods shall be made on officially designed payment vouchers or on such other forms as may be designed by the Director of Finance in consultation with the Director of Internal Audit
- (b) The representative of Directorate of Finance authorised to certify vouchers for payment shall see to it that, the correct allocations have been made before vouchers are signed.

7.1 Documentation

No payment voucher shall be passed for payment unless it is supported by the necessary documents as follows:

- (a) Original Receipts and bills giving evidence that a certain service has been performed or goods received, and that such services were performed exclusively for the University
- (b) Original Invoices, Local Purchase Orders, Contract Letters and Stores Receipt Vouchers showing that goods for which payment is being made have been received into stock
- (c) Original letters and memoranda from responsible officials who are in charge of votes. All such letters and memoranda shall be approved by responsible officers. In all cases, the above documents shall be attached to the payment vouchers. Where this is not practicable, references to these documents shall be quoted on the payment vouchers
- (d) No Payment Voucher supported by photocopies of documents shall be passed for payment.

7.2 Certificate of Honour

Where for any valid reason, no receipt is obtained for any payment made to an outside supplier, a declaration shall be attached to the voucher by the payee as follows: “I certify that the above payment was made by me in the interest of the University and that no receipt was obtained”.

The value to be covered by a Certificate of Honour shall not exceed Fifty Ghana Cedis (GH¢ 50.00).

7.3 Responsibilities of Officer Certifying Vouchers

The Certifying Officer shall be responsible for ensuring that:

- a) The payee indicated on the voucher is the bona fide person entitled to the amount
- b) Purchased have been inspected by the Directorate of Internal Audit and duly taken on charge, or correctly issued for immediate consumption, if they are consumables
- c) The services specified have been duly performed
- d) The prices or rates charged are either according to contract or approved scales, or are fair and reasonable according to local rates
- e) The computations and additions have been verified and are found to be correct
- f) In the case of salary vouchers, all proper deductions from salaries on account of social security contributions, repayment of advances, superannuation contributions and other liabilities shall have been duly made.

7.4 Alteration to Payment Vouchers

An incorrect figure in a document may be amended by ruling a single line through it, in such a way that the original entry may be clearly read, and the correct figure inserted above the original entry and the officer signing or certifying the document shall initial the amended entry.

7.5 Approval of Payment Vouchers

The Vice-Chancellor shall approve all payment vouchers in accordance with expenditure threshold determined by the Procurement Act 2003, Act 663 and the University Council from time to time.

7.6 Responsibilities of Paying Officer

The Paying Officer shall ensure the following:

- (a) That the payee, the amount and the particulars on the vouchers are clearly stated
- (b) That the figures of the amount in figures agree with the amount in words stated on the Payment Voucher
- (c) The voucher has been certified by a responsible officer and duly passed for payment by the Director of Finance or his/her representative
- (d) Payment shall be made only to the person authorised on the voucher. The Paying Officer shall satisfy himself/herself that the person claiming the amount is the person authorised to receive it

- (e) That the receipt column of the voucher is duly filled in with the date of payment, the amount received and the signature of the receiver
- (f) Vouchers for payments to illiterate person shall bear the payee's marks and/or thumb print and shall be witnessed by a third person known to the paying officer.

7.7 Payment to Third Parties

When payment is made to a person other than the one named in a voucher the authority under which this is made shall be attached to the voucher. The authority shall include:

- (a) Power of attorney, affidavit or letters of administration
- (b) Authority Note to be counter signed by the Director of Finance or his/her representative. In such a case, a valid photocopy of Identification Card of the authorised person should be attached to the Authority Note
- (c) In the case of continuous payment to a bank or third party, the authority shall be filed in the Director of Finance's Office and the paying officer shall refer to any recent instructions before payment is made
- (d) In the case of companies and firms, a letter authorising payment may be accepted and such payments shall be made only by crossed cheque in favour of the firm.

7.8 Copies of Vouchers

Copies of vouchers shall be clearly marked "duplicate", "triplicate" where applicable. Payment shall be made only on original vouchers.

7.9 Destruction of Vouchers

Audited copies of vouchers, and other similar source documents shall be kept for ten years, after which they may be destroyed unless they are under audit query. Vouchers earmarked for destruction shall be determined by the Director of Finance and the Director of Internal Audit who will then make recommendations to the Finance Committee.

7.10 Alteration of Audited Figures

- (a) An amendment or adjustment shall not be made to audited figures without the express permission in writing to the Auditor-General or his/her representative
- (b) The making of an amendment or adjustment contrary to sub-section (a) is a breach of financial discipline.

8.0 BANKACCOUNTS

8.1 Authority for Opening Bank Account

- (a) No Bank Account of any type may be opened in the name of the University or of a teaching or administrative department of the University unless authorised by the Vice-Chancellor on the recommendation of the Director of Finance. Such recommendation shall extend to issues such as the nature of account to be opened and the Bank with which such an account should be opened
- (b) The mandate of the Bank Account shall be approved by the Vice-Chancellor
- (c) The Director of Finance shall maintain a register of all University bank accounts including the details of officers authorised to operate these accounts.

8.2 Foreign Currency Bank Accounts

The University may operate Local Banking Accounts in the form of Foreign and Forex Account and Overseas Banking Accounts for the purpose of paying urgent suppliers' bills, overseas subscriptions, tuition fees and emergency loans to staff overseas, as well as suppliers' accounts of small amounts and as other purposes as may be authorised by the Vice-Chancellor.

8.3 Signatories to University's Bank Accounts

The following officers shall be joint signatories in the operation of the University's bank accounts and shall sign cheques, mandates to Bankers and others according to their limit.

- (a) The Director of Finance and the Registrar or the Vice-Chancellor or Pro Vice-Chancellor for local bank accounts
- (b) The Director of Finance and the Vice-Chancellor for Foreign and Forex bankAccounts
- (c) Accounts operated by Self-Accounting Units shall be signed by the Head of the Unit and countersigned by the Director of Finance or any other signatories to the accounts
- (d) In the case of the Foreign and Forex Accounts and Overseas Bank Accounts operated by Self-Accounting Units, the Head of the Unit, the Director of Finance and the Vice-Chancellor shall be the signatories.

8.4 Reconciliation of Bank Statements

- (a) Monthly Bank Reconciliation Statement shall be prepared for all Accounts of the University
- (b) Bank Reconciliation Statements shall be signed by the officers who prepare them
- (c) Any discrepancy detected by the Schedule Officer should be reported to the Director of Finance and the Head of Department
- (d) College Finance Officers shall have oversight responsibility for Bank Reconciliation Statement for all Accounts of the Colleges
- (e) The Director of Finance shall appoint a Schedule Officer to supervise Bank Reconciliation Statement prepared for Central Administration and other Units
- (f) Bank Reconciliation Statement shall be prepared at the end of every month for Foreign and Forex Accounts and Overseas Bank Accounts
- (g) Bank Reconciliation Statement shall be prepared within two weeks after the end of the month.

8.5 Rights of Director of Internal Audit and Director of Finance

The Director of Internal Audit and Director of Finance may at any time call for, and be supplied with, statements of any official bank accounts and any other information relating to the University's banking transactions.

8.6 Custody of Cheque Books

All cheque books not in use shall be kept under the custody of the Chief Cashier who shall record them in a register. The Accountant in charge of the Cash Office shall have custody of the register. Cheque books in use shall be put in the safe and kept under lock and key. The counterfoils of all issued cheques shall continue to be kept in safe custody for a period of ten (10) years after which period they may be destroyed with the approval of the Director of Finance and the Director of Internal Audit. In the case of Self-Accounting Units, the officer-in-charge shall keep the cheque books under lock and key.

8.7 Payment by Cheques

As much as possible, all payments shall be made by cheques. Cheques issued shall be crossed unless the Director of Finance or his/her representative directs otherwise.

8.8 Cancelled Cheques

When a cheque is cancelled, it shall be affixed to the counterfoil and retained in the cheque book for audit verification.

8.9 Dishonoured Cheques

All cheques paid into the accounts of the University which are dishonoured shall be immediately reported to the Director of Finance who shall take the matter up with the person who issued the cheque. Cases of dishonoured cheques may be referred to the University solicitors. Any charges related to dishonoured cheques shall be bound by the issuer.

8.10 Operation of Overdraft

The University may operate a Bank Overdraft, if Council on the recommendation of the Finance Committee considers it necessary. Before the Finance Committee makes such a recommendation, the Director of Finance shall submit a detailed report on the state of the finances of the University to the Committee, with all the necessary facts and figures to enable the Committee to take a decision.

9.0 CUSTODY OF UNIVERSITY VALUABLES

9.1 Lodgement of Monies

All monies belonging to the University shall be promptly deposited in the Bank Accounts. With the exception of approved Petty Cash, all monies collected should be banked intact the following working day. Exceptions to these rules shall be specified in administrative instructions from time to time. Officers concerned shall be held responsible for any loss arising out of their negligence in respect of cash received in the course of their duties.

9.2 Provision and Use of Safes

All Heads of Department and Accounting Officers shall ensure that staff who handle valuables, including money, are provided with cash boxes/safes to ensure the safekeeping of such valuables.

9.3 Register of Contents in Safes

Apart from monies, all documents of any description and valuables kept in safes, shall be recorded in a Register kept by the Chief Cashier and Cashiers. From time to time, the contents of the Register shall be subjected to verification by either the Director of Finance or the Director of Internal Audit.

9.4 Private Money and Personal Effects

Officers in charge of safes are forbidden to keep personal effects (including money) in such safes, and they are not to retain personal items for any member of the University or outside the University community.

9.5 Custody of Bonds and Agreements

Bonds and other important financial documents shall be kept by the Director of Finance. Copies of contract agreements shall be kept by the Vice-Chancellor, the Registrar, the Director of Finance and the Director of Internal Audit.

9.6 Printing of Receipt Books

- (a) Only the Director of Finance is authorised to place order for the printing of official receipt books. All such receipt books shall be serially numbered and “Sample Die”. These shall be checked by the Director of Internal Audit before they are recorded in the Stock Register
- (b) Cashiers requiring receipt books shall submit their requirements for such receipt books to the Director of Finance.

10.0 IMPREST ACCOUNT

10.1 Definition of Imprest

An imprest is a sum of cash advanced to an Officer to meet payments which are otherwise inconvenient to disburse through the normal payment procedures.

10.2 **Classes of Imprest**

Imprest is of two classes, namely:

- (a) Standing Imprest, held throughout the financial year and replenished as and when necessary by the presentation of receipt and petty cash vouchers; and
- (b) Special Advance, is normally issued for making a particular payment, or group of payments which must be fully retired by the date specified in the approval.

10.3 **Application for Standing Imprest**

- (a) Application to keep a Petty Cash Account or Standing Imprest shall be made by Provosts/ Deans/ Directors/ Heads of Department/Section/Unit/Centre to the Director of Finance
- (b) The amount allocated to an officer as imprest shall be determined by the pattern of expenditure in his/her department by the Director of Finance
- (c) Applications for an increase in the amount of a current imprest may be submitted to the Registrar. Each application shall, however, be considered on its own merit.

10.4 **Imprest Holders to Keep a Register**

All imprest holders shall keep a Register showing the amount received as imprest and how it has been used. The Register shall be forwarded to the Directorate of Internal Audit for examination whenever the imprest is being recouped or retired.

The Register of Imprest holders are also subject to examination by the Director of Finance.

Monies which may be taken into Imprest Account are those which have been specifically drawn for imprest purposes under due authority. Any other monies received or handled by imprest holders shall be accounted for separately and shall not form part of their imprest account.

10.5 Special Advance

There are two types of Special Advance; namely:

- (a) Special Advance Granted for Purposes other than Research

This must be accounted for in full within one month or when the service has been performed whichever is earlier

- (b) Special Advance for Research

This must be accounted for through the Head of Department concerned to the Director of Finance or the approving body within which the activity is completed.

10.6 Consideration for Special Advance

Application for Special Advance shall be considered only:

- (a) Where credit facilities are not obtainable from the supplier of the goods or services
- (b) Where an item or service is urgently required and can only be paid for by cash

- (c) Approved Special Advance shall only be used for the purpose for which approval was given. Change of purpose will constitute misconduct.

All applications for Special Advance shall normally be supported by not less than three pro-forma invoices from VAT Registered Suppliers and shall give details of the amount required and the purpose for which it is required.

10.7 Responsibility of Imprest Holders

Imprest holders shall observe all regulations regarding the control of expenditure and disbursement of the University monies. It is unlawful and irregular for imprest holders to use imprest monies for any purpose other than the purpose for which it was granted. Imprest holders are not absolved from the responsibility of accounting for their imprest until vouchers supporting all expenditure have been examined and found correct.

10.8 Recoupment and Retirement of Imprest

Imprest holders may recoup their imprest from time to time when the amount is almost or completely exhausted.

- (a) In recouping the imprest they shall submit all receipts and vouchers first to the Directorate of Internal Audit for examination, then to the Director of Finance or his/her representative who shall in turn prepare a voucher for the reimbursement required
- (b) All standing imprests shall be retired on or before the last day of the University's financial year for which they were issued. All imprest holders shall retire their imprest before they can be issued with fresh imprest at the commencement of the ensuing financial year

- c In the case of a Special Advance, the amount shall be retired as soon as the expenditure has been incurred and on no account shall a Special Advance be retained for more than one month. Failure to retire a Special Advance within the stipulated time, without good reason, known and acceptable to the Director of Finance, shall be considered misconduct.

11.0 RULES GOVERNING TRAVELS WITHIN GHANA

- 11.1 Prior approval shall be sought from Vice-Chancellor, Registrar, Provost, Heads of Department/Section/Units/Centre for official journeys made by members of staff.
- 11.2 On return from an official journey, a member of staff shall put in a claim to the Head of Department on the prescribed form stating the mileage, nature of the official duties performed, the number of nights spent on duty away from the University or other approved base of the University, places visited with dates, and if any, the means of transport used for the journey. The voucher shall be signed by the claimant and certified by his Head of Department.
- 11.3 Where both boarding and lodging are provided, the allowances will be subject to two-thirds ($2/3$) abatement. Where either boarding or lodging is provided one-third ($1/3$) abatement will apply.
- 11.4 Kilometric claims for journeys in town shall not be paid where full details are not given on the reverse side of the form.
- 11.5 Claims for payment of transport expenses shall be submitted not later than one month after the journey is made. No payment shall be made in respect of claims submitted after the lapse of one month unless satisfactory reasons are given for the delay.

12.0 RULES GOVERNING TRAVELS OUTSIDE GHANA

12.1 Prior approval shall be sought from the Vice-Chancellor through the Head of Department for official travels outside Ghana.

12.2 Subsistence allowance to members of staff who go abroad on official University business shall be paid according to existing per diem rates approved by the University Council.

12.3 Guidelines for Conferences outside Ghana

The following issues would be taken into consideration in assessing applications for support to travel for conferences/workshops outside Ghana:

- (a) Applicants for travel support should be full-time Senior Members of University of Cape Coast. For the avoidance of doubt, Part-Time Senior Members and Senior Members on Sabbatical Leave from other universities do not qualify
- (b) Priority will be given to conference papers that address the respective Faculty Research Agenda as embodied in the University Research Agenda
- (c) Applications should be routed through the Head of Department (HOD) to the Dean of the Faculty/School and Provost of College. The Head of Department should specify what the Department (and the applicant, if possible) can contribute. Where necessary, the Dean may request vetting of the paper by the Faculty/School Research Committee. Prior presentation of the paper at a Faculty/School or Department seminar may also be required

- (d) Applicants intending to attend conferences/seminars in Ghana and abroad should indicate the following, if the paper is co-authored:
- Applicant's contribution in the preparation of the paper to be presented
 - Applicant's role in the seminar/conference/workshop that he/she intends to attend. Support would be given to only the lead person going to present the paper or a co-authored agreed upon by all contributors to the paper. Where agreement cannot be reached by the parties, the Dean may decide on who attends the conference based on level of contribution to the paper, seniority, prior travel record, contribution to the Department's IGF or any other criteria approved by the Academic Board
- (e) There will be no support for poster presenters, jurors/judges in debates or chairpersons of sessions. However, the Vice-Chancellor may grant such request based on the nature of the conference
- (f) Six months after conference/seminars attendance in which support was received from the University, evidence of publication of the paper will be requested by DRIC. At any rate, such evidence must be available before a senior member can apply for the next support
- (g) Full support (air-ticket, accommodation, per diem) to attend an international conference can only be received once every two years. Where only part-support (air-ticket) is given, the duration for another application is one year

- (h) For conferences, seminars and workshops organised in Ghana, applicants should seek support from the Department and/or Faculty. Central Administration will provide support only in exceptional cases (to be justified)
- (i) To qualify for support of any kind, one should have a good track record of participation in general University as well as Faculty/Departmental seminars and conferences. DRIC will maintain a ranking system of staff indicating publications in high impact journals. Active participation in national policy dialogues and technical reports that influence local/national development are additional criteria for the staff ranking
- (j) Priority will be given to Senior Members who have made substantial contribution to the University's Internally Generated Fund (IGF) through projects and participation in Sandwich programmes or any other activity that brings in or saves funds for the University
- (k) Departments/Faculties /School will maintain a register of support indicating attendance at conferences, workshops, seminars and papers presented
- (l) Subject to the availability of funds, the following cost-sharing arrangement will guide all requests for funding:
- UCC Central Administration will provide passage-air tickets-to applicants
 - Conference fee and per diem will be the responsibility of the Department, Faculty/School or College. Per diem covers accommodation charges
 - Visa fee and local transport as well as publication of paper costs, where applicable, may be borne by the applicants

13.0 PROVISION OF MEDICAL CARE

13.1 An employee, his/her spouse and children including registered wards, while resident in Ghana, and provided the number of such and registered wards does not exceeds six (6), who are not older than twenty-six (26) years and are pursuing full time formal education, shall receive without charge:

- (a) Medical, dental and optical care from the University's Medical Officer or a Medical Officer to whom an employee or a member of his/her family has been directed in advance by a University Medical Officer provided that the University shall not be responsible for subsistence cost in hospital
- (b) An employee of the Universities, his/her spouse and children shall, on submission of genuine identity document, receive without charge, medical, dental and optical treatment at a hospital belonging to any of the Universities
- (c) The University shall reimburse in cedis in the total cost of prescribed medical appliance for employees only. For the time being, medical appliance shall be restricted to Spectacles, Hearing Aids, Artificial Limbs, and Dentures
- (d) The cost of any travel in Ghana necessary in order to receive such and return to the University shall be borne by the University on the advice of the University Medical Officer
- (e) The cost of drugs purchased by an employee on the prescription of a University Medical Officer shall be reimbursed by the University at Government controlled prices.

13.2 If a University Board certifies the necessity for treatment outside Ghana, for an employee, spouse or child of an employee, the University shall grant such passages as may be recommended by the Board.

13.3 The University may authorise that an employee be reimbursed the costs of medical or dental care taken outside the scope of the conditions contained in this paragraph, if the University is satisfied that these costs ought properly to be met from its funds.

13.4 Employee whose duties expose them to health hazards shall be required to undergo without charge periodic medical examination as determined by the University Medical Officer.

13.5 Medical Care for Pension/Retired Staff

Free medical treatment shall be given by University Hospital to employees who retire at the age of 55 and above and a spouse who at the time of retirement of the staff was registered with the University, and is still married to the staff. The facility excludes medical appliances.

14.0 GENERAL CONDITIONS ATTACHED TO LOANS AND ADVANCES

Loans may be granted subject to availability of funds. Application for loans and advances should be made on prescribed form obtainable from the Directorate of Finance. All advances and loans may be granted only on condition that the total monthly repayments do not exceed one-half of the gross monthly salary of the staff concerned.

There shall be a Loans Committee that will vet loans applications and make recommendations to Management.

14.1 Membership of Loans Committee

There shall be a Loans Committee with the following members:

- Chairman shall be appointed by the Vice-Chancellor
- Director of Finance or his/her Representative
- Director of Internal Audit or his/her Representative
- Deputy Registrar, Division of Human Resource or his/her Representative
- Representative of University Teachers Association of Ghana (UTAG)
- Representative of Ghana Association of University Administrators (GAUA)
- Representative of Federation of University Senior Staff Association of Ghana (FUSSAG)
- Representative of Teachers and Education Workers Union (TEWU)
- Representative from Division of Legal Consular and General Services (DLC&GS).

14.2 Functions of Loans Committee

- Receive and consider application for loans
- Make recommendations to the Vice-Chancellor for approval of loans
- Make recommendations from time to time on the rate of interest and loan scheme
- Submit annual report to the Vice-Chancellor for subsequent dissemination to Convocation meetings and staff durbars.

14.3 Motor Vehicle Loan

Loans to purchase motor vehicle shall be made through the Provosts/Deans/Heads of Departments/Sections/Units to the Loans Committee. The Loans Committee shall make recommendations to the Vice-Chancellor based on the following conditions:

- (a) The applicant has no outstanding amount in respect of Motor Vehicle Loan

- (b) A previous loan for the same purpose has not been made within the last five years
- (c) The amount of the loan granted shall be related to an officer's salary in his ability to repay the loan having regard to other outstanding advances against him/her
- (d) No staff below the rank of an Administrative Assistant or its equivalent will be deemed eligible for an advance to purchase a motor vehicle.

14.4 Advance to Junior Staff for the Purchase of Motor Cycle/Bicycle

A Junior Staff may be granted an advance to purchase a motor cycle or a bicycle where his/her work necessitates frequent movement from place to place and/or involves abnormal hours of duty.

14.5 Terms of Loan

- (a) The rate of interest, the amount to be granted and the repayment period shall be approved by the University Council on the recommendation of the Loans Committee
- (b) The Loan, together with the interest, or a rate fixed by the Finance Committee must be repaid by equal installments.

14.6 Utilisation of Loan

- (a) A recipient of an approved loan must purchase the means of transport not later than three months after the receipt of the loan.
- (b) Approved loans not utilised within the three months from the date of disbursement must be promptly returned to chest. Failure to do so shall attract interest at the ruling bank rate.

14.7 Motor Vehicle/Motor Cycle Repair Loan

An advance may be granted to entitled staff for the purpose of effecting motor repairs or overhauling of their motor vehicles on the following conditions:

- (a) The advance, which shall not exceed the amount approved by the University Council, shall be repaid over a period approved depending upon the size of the advance but not exceeding two years
- (b) All such advances shall attract the rate of interest prevailing at the time of the loan
- (c) Applications for such advances shall be accompanied by estimates of repair costs from a recognized workshop.

14.8 Application for Motor Car/Motor Vehicle Maintenance Allowance

- (a) A staff who qualifies for allowance for the use of transport applies to the Deputy Registrar, Division of Human Resource through the Head of Department
- (b) The Deputy Registrar, Division of Human Resource informs the applicant in writing to contact the Director of Internal Audit for inspection of the means of transport
- (c) The Directorate of Audit communicates the outcome of inspection to Deputy Registrar, Division of Human Resource
- (d) Deputy Registrar, Division of Human Resource will then advise the Director of Finance to pay the Maintenance Allowance.

14.9 Payment of Maintenance Allowance during Periods of Repairs

Motor Vehicle and Motor Cycle Maintenance Allowances shall be paid over a maximum period of three (3) months and one month for bicycle if the vehicle/cycle/bicycle of a member of staff is off the road for purposes of maintenance or repairs. In such cases the staff concerned shall inform the Director of Finance through the Heads of Department/ Section/ Unit/ Centre and provide evidence from the workshop where the repairs are being undertaken. No further payment of maintenance allowance is to be made after these periods unless the Director of Finance is informed that the vehicle/cycle/ bicycle concerned has been put back on the road.

14.10 Loan for the Purchase of Furniture and Refrigerator

Loan to purchase a refrigerator/furniture may be granted to Senior Members/Senior Staff/Junior Staff on application once in five years. The amount to be granted shall be determined by the Loans Committee from time to time.

Such an advance shall attract an interest of ruling Treasury Bills rate less 8%. The advance shall be recovered within three (3) years.

14.11 Salary Advances

Salary advances may be granted by the Director of Finance on the recommendation of the applicant's Head of Department/Section/Centre/Unit. Such personal advances shall not exceed two months' basic salary and shall be payable within twelve (12) months without interest.

A member of staff may not be granted a personal salary advance more than once every twelve (12) months.

A member of staff qualifies for another salary advance after one year of repayment.

14.12 Deduction of Loans and Advances

All loans and advances granted under the preceding paragraphs shall be deducted at source from the salaries of staff concerned.

15.0 LOSSES

15.1 Definition of Losses

A loss shall be considered to have occurred when the University is deprived of the use of any University trust moneys, property, stores or any other financial or physical asset otherwise than in the normal course of the University's business.

15.2 Duty of the Head of Department

When a loss as in this regulation is discovered, the Head of Department shall investigate the circumstances of the loss;

- a) to ascertain the extent and amount of the loss
- b) to determine whether control or operational arrangements need to be improved in order to prevent the occurrence of similar losses in the Department or in any other department; and
- c) to determine whether any offence or other fault of a public officer has been revealed by the loss.

15.3 Disclosure of Offences

The investigation of a loss does not constitute a disciplinary enquiry and if the investigation reveals that an offence has been committed, it shall be dealt with separately by the;

- (a) Ghana Police Service, if a criminal offence is involved
- (b) Disciplinary Committee, if a breach of discipline is involved.

15.4 Duty of the Vice-Chancellor

The Vice-Chancellor shall;

- (a) ensure that adequate investigation is made of a loss
- (b) direct action to be taken and ensure that action is taken in;
 - (i) rectification of systems
 - (ii) discipline of staff, and
 - (iii) recovery of a loss
- (c) authorise disposal of a case of loss after complying with paragraphs (a) and (b) by;
 - (i) write-off
 - (ii) allowing transactions to stand charged, or
 - (iii) verifying full recovery, as the case may be.

15.5 Categories of Loss

The categories of loss to which this part relates are;

- (a) cash deficiency which is a deficiency of cash or other negotiable instrument, whether it arises from a simple cash shortage or from the use of fictitious entries or vouchers to conceal the existence of a deficiency

- (b) revenue losses which may arise from;
 - (i) uncollectable revenue when debts due, the University cannot be collected by reason that the debtor cannot be traced or is insolvent, and
 - (ii) loss of revenue, arising from failure to assess or collect in circumstances which preclude subsequent assessment or collection, and include any loss of interest caused by delay in making payments into the appropriate University funds or from the making of irregular advances.

- (c) expenditure losses which may arise from;
 - (i) irrecoverable overpayments, when an excess payment has been made by error and recovery cannot be effected because the recipient cannot be traced or is otherwise incapable of making repayment
 - (ii) nugatory payments, which arise in circumstances such as, the incurrance of a penalty in which the University has been legally obliged to make payment, but for which no corresponding receipt of goods or services has been derived
 - (iii) excess expenditure, which is a special case of Improper Payment which arises when payments have been made in excess of approved estimates without the prior authority of the University Council, and

- (iv) fraudulent payments which arise from transactions which involve a breach of the criminal code, by the use of falsified documents or certificates to steal money or other property belonging to the University.
- (d) Store and Equipment Losses which may arise from;
 - (i) deficiencies, including fraudulent issues from stock and issues without proper evidence of use
 - (ii) damage or deterioration of goods in stock.

15.6 Occurrence of Losses

- (a) The occurrence of any losses, cash and property, through theft, fraud or negligence by a staff shall be reported in writing by the Head of Department/Section/Unit/Centre to the Director of Finance with copies to the Vice-Chancellor, Registrar and the Director of Internal Audit
- (b) In discharging this responsibility, it is not sufficient to report the loss or damage; it is the duty of the Head of the Department to endeavour to explain why and how the loss or damage arose, and who was responsible for the loss. It is also the duty of the Head of Department to give his recommendations for avoidance of a similar recurrence
- (c) A Head of Department/Section/Unit/Centre who cannot submit a convincing report must be prepared to accept blame for his/her negligence of duty to ensure proper care and custody of University property

- (d) Before a recommendation is made to the Council, a full investigation shall be conducted into the loss by the Directorate of Internal Audit.

15.7 Investigation of Every Case of Loss

- (a) A Head of Department shall cause an investigation to be conducted into every reported case of loss, and where the Head of Department is implicated in the loss, the Vice-Chancellor or the University Council shall be the appropriate authority to cause investigation to be conducted
- (b) In the case where the Vice-Chancellor is involved, the investigating authority shall be the Minister responsible for Education.

15.8 Assistance to the Police

If a loss involves a criminal offence, the investigating authority shall liaise with the Police investigators and shall give them such assistance as they require and records taken into custody by the Police may be subject to examination by the investigating authority.

15.9 Recommendations

On the basis of the findings of the investigation, the investigating authority is required to make recommendations as to the further disposal of the case by;

- (a) initiation of disciplinary proceedings
- (b) the development of remedial administrative or accounting action, or
- (c) taking any other action as is appropriate considering the circumstances of the case.

15.10 Criminal Offence

- (a) If the report of an investigating officer shows that a criminal offence, other than the offence already reported has been committed, the facts of the case shall be put before the Police
- (b) A disciplinary action or proceedings for recovery of a loss shall not be taken against an officer facing criminal charges until the court has dealt with the case or the Police have formally indicated that they do not intend to proceed against the officer concerned.

15.11 Disciplinary Offence

Where an officer has committed an offence which does not involve any criminal offence, disciplinary proceeding shall be instituted by the Vice-Chancellor.

15.12 Disciplinary Proceedings to be completed

Disciplinary proceedings arising from a case of loss shall be completed before the investigating authority approves final disposal of the case.

15.13 Defective Systems

If the report of the investigating authority indicates that systems currently in operation, including those for the training of staff are defective, the Vice-Chancellor shall consult with the Director of Finance, to consider measures for rectification.

15.14 Offer to Repay

If an officer freely accepts financial responsibility for a loss, the officer may offer to pay the amount back into the University's account, in which case the authority responsible for disposal of the loss may;

- (a) accept the offer to repay, if the disciplinary offence is not serious enough to necessitate further proceedings against the officer
- (b) accept the offer in mitigation of the offence with the repayment being considered as a partial fulfilment of any penalty that may be imposed.

15.15 Custody of University Property

- (a) Every employee of the University is personally responsible for University property under his/her custody
- (b) Every Head of Department/ Section/Unit/ Centre is directly responsible for the general supervision and control of the stores and the store accounts of his/her Department/ Section/Unit/Centre and for the due performance of duties in relations to items by his/her subordinate staff.

15.16 Writing off of Losses

- (a) Substantial losses and shortages of University cash and property may only be written off on the authority of the Council

- (b) Recommendations to the Council to write off any losses shall be made in a report by the Director of Finance to the Finance Committee. Any such report shall be supported by the necessary facts.

15.17 Failure to Report Loss

Failure to report a loss within one week of its occurrence may result in disciplinary action being taken against the staff concerned.

15.18 Irrecoverable Debts

At the end of every financial year, the Director of Finance shall prepare a schedule of bad and doubtful debts to be submitted to Council for a possible write-off. Such a list shall be verified by the External Auditors before it is submitted.

15.19 Debts Owed by Employees Leaving the University

- (a) When an employee is leaving the employment of the University (whether on retirement, resignation, dismissal, expiry of contract or termination or otherwise) he/she will complete a Clearance Certificate which must be submitted to the Director of Finance. The Director of Finance shall inform the employee, in writing, of the total sum owed by him/her to the University. Where such debts against an employee arose out of surcharges, the University may take such action as it deems fit to recover them.

In the case of normal loans/advances the Director of Finance shall request the officer/employee to state the arrangements he/she proposes to make for the repayment of the amount either within one month or before he/she leaves the services of the University whichever is earlier

- (b) If a satisfactory reply is not received from the employee by the stipulated date, the Director of Finance shall recover the debt(s) from the salary and other sums owing to the said employee. If his/her entitlements fall short of his/her total indebtedness and if full repayment of that balance is not made within one month from the date of his/her final departure, the University shall institute legal proceedings against him/her for the recovery of the full amount due.
- (c) The Director of Finance shall ensure that no payments, including salary, are made to an employee who is leaving the service of the University until the Director of Finance has marshalled the employee's entitlements against his/her indebtedness.

16.0 ANNUAL BUDGET AND CONTROL OF EXPENDITURE

16.1 Annual Budget

On the receipt of Budget Guidelines from the Ministry of Finance, the University shall prepare its Recurrent Budget and Development Estimates for submission to Central Government showing clearly the amount of subvention and government grants the University shall require for the ensuing financial year.

16.2 Budget Guidelines

The preparation of the University's Budget shall be based on the policy guidelines issued by Minister of Finance for the particular financial year.

16.3 Procedures to be followed in the Preparation of Budget

- (a) All Heads of Department/Section/Unit/Centre shall submit data and requirements for the preparation of the programme-linked budget to the Director of Finance
- (b) The Director of Finance in consultation with the Budget Committee shall clear with Heads of Department/Section/Unit/Centre any queries arising from the submissions
- (c) Budget for the Central Administrative Expenses and Non-Departmental Votes known as “Block Votes Earmarked for Specific Purposes” shall be compiled by the Director of Finance in consultation with the Registrar
- (d) The Draft Master Budget together with recommendations from Planning and Resource Committee shall be submitted to the Finance Committee. The Finance Committee may make such amendments to the figures as it considers appropriate
- (e) The Finance Committee shall submit the Master Budget with its recommendations to the University Council for approval.

16.4 Budget Committees

Every Head of Department shall establish a Budget Committee which shall be made up of

- (a) The Head of Department, who shall be the chairperson; and
- (b) Heads of Budget Management Centres or Cost Centres (A Budget Management Centre is a unit responsible for budget formulation, implementation, monitoring and evaluation).

16.5 Responsibilities of Budget Committees

A Budget Committee shall;

- (a) Review and formulate the University financial plan based on University strategic plan and government policies
- (b) Review department's revenue collecting activities
- (c) Make proposal for the allocation of resources
- (d) Coordinate, and consolidate the budget, and
- (e) Monitor, and evaluate budget performance.

16.6 Information to be provided in Recurrent Budget

Draft Budget submitted to the Finance Committee shall include the following:

- (a) Full justification with explanatory or narrative statements showing how the figures have been arrived at

- (b) The base of calculation of such figures and the justification for the requirements contained in the Budget
- (c) Comparative figures of Expenditure and Income made up of actual expenditure and the estimated figure for the previous year as against the estimated amounts required for the current year
- (d) The staff establishment within each grade at post, staff required, the posts which are vacant, and salaries attached to them within each Department /Section/Unit/Centre of the University.

16.7 Procedure for Preparation of Development Budget

- (a) The Planning and Resource Committee shall meet to consider new development projects submitted by Heads of Department/ Section/ Unit/Centre for inclusion in the Development Budget for the financial year. The Director of Development in consultation with the Director of Finance shall determine the costs of new projects for consideration by the Planning and Resource Committee
- (b) In addition to new projects, the amount required to complete existing projects shall also be computed. The total costs of new and continuing projects shall represent the funds required during the financial year for development projects in the University
- (c) After consideration by the Planning and Resource Committee, the estimates shall be submitted to the University Council through the Finance Committee for final approval.

16.8 Membership of the Budget Review Committee

Budget Review Committee shall be made up of

- Director of Finance
- Director of Internal Audit
- Provosts
- College Finance Officers
- Two representatives from the Directorate of Finance

16.9 Budget Hearing

The Budget Review Committee shall be responsible for Budget Hearing.

- (a) On receipt of estimates from departments, the Director of Finance shall cause to be conducted Budget hearings to review strategic plans and estimates of the departments concerned in order to ensure that these plans and estimates are in accordance with the University Strategic Plan
- (b) Where necessary, the Director of Finance may require a department to make adjustments to its strategic plans and estimates in order to fulfil the requirements of the University Strategic Plan and budget framework
- (c) As much as possible, Budget from Colleges shall be forwarded to the Director of Finance after Budget hearing for the preparation of Composite Budget and the Units under them.

16.10 Commitment Register

The Director of Finance shall ensure that the Directorate of Finance and its staff keep a Commitment Register in which shall be recorded all requests received from Departments as well as charges for services rendered within the Financial year.

16.11 Departmental Vote Book

- (a) It is the duty of every Head of Department/ Section/ Unit/Centre with reference to the amounts approved for him in the Budget to ensure that a Departmental Vote Book is kept in such form as will clearly show at any time in respect of each vote item under his control:
 - i. The Commitments incurred so far, and
 - ii. Balance of funds available for expenditure
- (b) The Directorate of Internal Audit shall ensure that Department/Section/Unit/Centre's Registers are duly compiled and maintained.

16.12 Monthly Expenditure Returns

The University shall submit Monthly Expenditure Returns to the National Council for Tertiary Education (NCTE).

16.13 Monthly Statements of Expenditure

The Director of Finance shall issue monthly statements of expenditure to Heads of Department/ Section/Unit/ Centre controlling votes and also quarterly statements to the Finance Committee. Heads of Department/ Section/Unit/Centre shall reconcile the figures given in such statements with their own records as revealed in their Vote Book. Any discrepancy in these figures shall be brought to the notice of the Director of Finance.

As far as practicable, Heads of Department/ Section/ Unit/Centre shall ensure that expenditure is spread evenly over the year unless there are special reasons for not doing so e.g. expenditure depending on the season of the year.

16.14 Virement

Whenever it appears that the amounts provided under the votes shall prove insufficient for the Service of the year, Heads of Department/Section/Unit/Centre shall take immediate steps to curtail expenditure or to obtain supplementary vote from the Finance Committee. In such a case, the source of finance should be identified. If the additional provision required can be covered by savings from other items of expenditure or other sources of revenue, application should be made to the Vice-Chancellor for the virement. As a rule, virement from “Compensation for employees” to “Other Expenses” shall not be allowed.

16.15 Expenditure Incurred where no Provision Exists

In any exceptional case where it is manifest, in the interest of the University, that expenditure should be immediately incurred and time does not permit authority to be obtained in the usual way, the Vice-Chancellor may authorise the expenditure. A memorandum explaining the reasons for the expenditure shall be submitted by the Vice-Chancellor to the appropriate Committee.

16.16 Expenditure Settlement within Financial Year

Heads of Department/Section/Unit/Centre are responsible for ensuring that all documents and bills to be settled by the University, reach the Director of Finance without delay. The Director of Finance and the Self-Accounting units shall ensure that payments for services rendered are settled within the financial year in which they were rendered.

16.17 Establishment Proposals

- (a) Staff establishment shall be prepared by the Planning and Resource Committee for consideration by Council and approved by National Council for Tertiary Education (NCTE)
- (b) Head of Department requesting staff shall send the request to Planning and Resource Committee for consideration.

17.0 ANNUAL LEAVE WITH PAY

17.1 Leave to be Uninterrupted

- (a) Every staff is entitled to enjoy an unbroken period of leave but Management, in cases of urgent necessity, may require a staff to interrupt his or her leave and return to work
- (b) Where a staff is required by Management to interrupt his or her leave in the circumstance specified in sub-section (a) the staff shall not forfeit the right to the remainder to the leave but shall take the leave anytime thereafter preferably within the calendar year
- (c) Where a staff takes his or her annual leave at the end of a calendar year, the leave may continue except as provided in sub-section (a) without interruption, into the following year

17.2 Management to Bear Cost of Leave Interrupted

Where Management requires a staff to interrupt his or her annual leave in the circumstance stated in this section, Management shall make up to the staff any reasonable expense as prescribed in the conditions of service.

17.3 Record of Employment, Leave

- (a) A staff shall, as much as may be possible, be given notice of the date of commencement of his or her annual leave, at least, thirty days before the worker takes the leave
- (b) Every employer is required to keep a record showing the following particulars:
 - i) the date of employment of each staff employed by the employer and the duration of the annual leave to which the staff is entitled
 - ii) the dates on which the annual leave is taken by each staff, and
 - iii) the remuneration received by each staff in respect of the annual leave.

17.4 Staff may take Leave in two Equal Parts

Without prejudice to the provisions of this Sub-Part, a staff may be permitted to take his or her annual leave in two approximate equal parts.

17.5 Deferred Leave not to be commuted to Cash

Deferred leave days shall not be commuted to cash. In exceptional cases where a staff leave is interrupted by Management, Management may arrange to commute the leave days into cash at the end of the fiscal year.

17.6 Agreement to Forgo Leave to be Void

Any agreement to relinquish the entitlement to annual leave or to forgo such leave is void.

18.0 PROCUREMENT AND STORES PROCEDURES

The procedure for purchases should be in compliance with relevant sections of the Procurement Act, 2003 (Act 663).

18.1 Procurement Procedures

- (a) Every Unit within the University shall prepare Procurement Plan
- (b) Procurement Plan should be prepared based on its Annual Budget not later than 30th September each year
- (c) The Procurement Unit shall prepare a comprehensive Procurement Plan for the University which shall be approved by the Entity Tender Committee
- (d) There shall be a Procurement Advisory Committee to consider all purchases with values up to Entity Head's procurement threshold. The Procedure shall be in accordance with the requirements set out under the Procurement Advisory Committee.

18.2 Membership of Procurement Advisory Committee (PAC)

- Chairman - appointed by the Vice-Chancellor
- Representative of School of Business
- Representative of Training and Development Section
- Representative of Directorate of Finance
- Representative of Directorate of Internal Audit
- Representative of Procurement Unit
- Assistant Registrar/Senior Assistant Registrar from Division of Legal, Consular & General Services (DLCGS) as a Secretary

18.3 Tenure of Office

- (a) The Chairman shall be appointed for two (2) years and eligible for reappointment for another two (2) years only
- (b) The Representatives of the Registrar, Director of Finance and the Director of Internal Audit (other than the Registrar, the Director of Finance and the Director of Internal Audit themselves) shall be two (2) years and renewable for another two (2) years only. Outgoing members will not be eligible for re-appointment for the next two years at least.

18.4 Functions of Procurement Advisory Committee (PAC)

- (a) To make recommendations on purchases, the value of which shall not exceed the Head of Entity's threshold
- (b) To seek expert advice on specifications related to goods to be purchased, where necessary
- (c) To consider quotations obtained by the Procurement Unit

- d) To make the selection of the most suitable supplier(s)
- (e) To recommend placement of orders to the Vice-Chancellor having regard to quality and price
- (f) To suggest to the Vice-Chancellor ways of improving the system

The Chairman and the Secretary of the Committee shall sign the report.

18.5 Entity Tender Committee

There shall be an Entity Tender Committee which shall consider procurement of goods, works and services whose values are above the Vice-Chancellor's threshold.

Chairperson Chairperson of Council

Members

- *Vice-Chancellor;*
- Registrar;
- Director of Finance;
- A lawyer appointed by the University Council;
- One member appointed by the Ministry of Education;
- One member appointed by the National Council for Tertiary Education (NCTE);
- One representative of the Students' Representative Council (SRC);
- One representative from the University Teachers Association of Ghana (UTAG - UCC);

Secretary Assistant Registrar/Senior Assistant Registrar from (DLCGS)

Quorum	Five
Voting	Decisions shall be by simple majority and the chairperson shall have a casting vote.
Functions	<p>The Committee shall;</p> <ul style="list-style-type: none"> (a) Review procurement plans in order to ensure that they support the objectives and operations of the Institution, Faculty, Department or Entity (b) Confirm the range of acceptable costs of items to be procured and match these with the available funds in the approved budget (c) Review the schedules of procurement and specifications and also ensure that the procurement procedures to be followed are in strict conformity with the provisions of Public Procurement Act, 2003, its operating regulations and guidelines (d) Ensure that the necessary concurrent approval is secured from the relevant Tender Review Board, in terms of the applicable threshold in Schedule 3 of Public Procurement Act, 2003, prior to the award of the contract (e) Facilitate contract administration and ensure compliance with all reporting requirements under the Public Procurement Act, 2003; and (f) Ensure that stores and equipment are disposed of in compliance with Public Procurement Act, 2003.

18.6 Availability of Fund

- (a) The Chairman of Entity Tender Committee and the Head of Procurement Unit shall consult Director of Finance of the availability of fund before the University enters into contract above Entity Head's threshold
- (b) The head of the Procurement Unit and Procurement Advisory Committee (PAC) must satisfy themselves from the Director of Finance that funds are available for the purchase of items within Entity Head's threshold.

19.0 DUTIES AND RESPONSIBILITIES OF THE HEAD OF PROCUREMENT UNIT

19.1 Procurement Unit

There shall be a Procurement Unit with the responsibility of superintending procurement activities in the University.

19.2 Head of Procurement Unit

The Head of Procurement Unit shall be responsible for undertaking and coordinating all detailed procurement activities within the University.

19.3 Responsibilities of the Head of Procurement Unit

The Head of Procurement Unit shall perform the following functions:

- a) Receiving procurement requests from originating officers, checking that the proposed procurement is within the approved procurement plan, and that budgeted funds are available prior to commencement of procurement proceedings

- b) Co-ordinating the preparation of specifications, terms of reference, short-lists or advertisements, and pre-qualification, tender or request for quotation documents. Where so required by the Tender Committee, submission of documentation for review and approval by the Tender Committee prior to issue
- c) Arranging the publication of advertisements and notices of contract award
- d) Co-ordinating the process of opening of tenders and quotations and ensuring the preparation of formal records of tender or quotation opening in accordance with Section 56 of Public Procurement Act 2003, Act 663
- e) Preparing submissions for approval of award by the appropriate authority in accordance with the threshold values established in schedule 3 of the Public Procurement Act 2003, Act 663
- f) Maintaining and updating the database of suppliers
- g) Negotiating with consultants where necessary or other tenders where expressly permitted in the Procurement Act 2003, Act 663 or Regulations
- h) Preparing notification of awards and contracts
- i) Preparing Contract Documents and Purchase Order, in line with award decision

- j) Maintaining procurement records in accordance with Section 28 of Public Procurement Act and the Regulations
- k) Planning and coordinating the activities of the Procurement Unit
- l) Managing the development and implementation of the procurement plan
- m) Provides inputs for the preparation of the annual budget
- n) Liaising with service providers and development partners in order to undertake procurement activities
- o) Keeping a list of registered suppliers to facilitate the work of the Unit and Procurement Advisory Committee (PAC). This list must be updated regularly
- p) The Head of Procurement shall also advise the Committee on the following:
 - Reliability of suppliers based on past dealings with them
 - Ability of suppliers to provide credit to the University where necessary
 - Ability of suppliers to give warranty for at least one year where applicable.

20.0 DUTIES AND RESPONSIBILITIES OF HEAD OF STORES

There shall be a Central Stores which shall be headed by Stores Superintendent with the following responsibilities:

- a) Exercise supervision and control of all stores and staff
- b) Carry out regular inspection of all stores and as the occasion arises, report to the Director of Finance or his/her representative on all cases of losses and irregularities
- c) Ensure that accommodation is adequate and suitable for the proper storage of all stores
- d) Compare from time to time physical stock and Cardex/Ledger balances particularly of articles of a perishable nature
- e) Ensure that adequate fire-fighting appliances are installed at strategic points at the stores premises and maintained in good order.
- f) Arrange for the boarding of all unserviceable store items and ensure that disposal instructions are obtained from the proper authority and carried out accordingly
- g) Arrange for the periodic examination of scales and weights and measures to ensure that they are in good condition
- h) Train Stores Assistants and other Junior Officers in storekeeping practices
- i) Stock items in bulk which are supplied on request

- j) Keep under lock and key the following documents when they are not in use:
- Combined Requisition and Issue Voucher (C R & I V).
 - Stores Receipt Voucher
 - Cardex
 - Internal Requisition Voucher
 - Transfer Issue Voucher
 - Stores Requisition Form
 - Tally Cards
 - Daily Cards
 - Daily Summary of Fuel Issue
 - Staff Fuel Debit Book
 - Stores Issues Voucher (Monthly Statement of Stores Supplies and Issues (MSSSI)).

20.1 Overseas Supplies

- a) On receipt of relevant shipping documents for overseas orders, the invoices shall be sorted out and copies given to Heads of Department/ Section/ Unit/ Centre who ordered the goods to enable them to check the goods on arrival.
- b) On receipt of goods from the harbour, they shall be delivered to the Central Stores. Ordering Departments/Sections/Units/Centres shall open each package, check the contents and ensure that the items agree with those on the invoice in the presence of the Audit and the Head of Stores. They shall then sign the waybills and invoices, certifying them to be correct.

- c) Immediately the items are received, they shall be recorded in the Departmental goods receipt book with all the particulars as to date of receipt, description, invoice number, source of supply and value. This book shall be subject to audit examination.

20.2 Control of Stock

In operating the unallocated stores system alongside direct purchases by Departments/Sections/Units/ Centres, the Head of Stores shall ensure that no excessive stocks are carried in the stores.

20.3 Maximum Stock in the Central Stores

At any particular time, the value of stocks in hand at the Central Stores shall not exceed a sum approved by the University from time to time. If this figure is exceeded, the Director of Finance shall call the Head of Stores' attention to this and ask for an explanation. Where it is found that certain items are surplus to requirements, steps shall be taken to dispose off such “unwanted items”.

20.4 Receipt and Issue of Stores

- (a) Purchases for Central Stores shall be made by the Procurement Unit on advice of the Head of Stores as to the items required. The Head of Stores shall issue a Purchase Request Form for the purchase. In ordering stores the Head of Stores shall consult the appropriate consumer Departments/Sections/Units /Centres

- b) On receipt of the stores, the items shall be checked and inspected for quality before they are taken on charge by preparing a Stores Receipt Voucher which shall be submitted to the Director of Finance
- c) All requests by Departments/Sections/Units/Centres for stores shall be submitted to the Central Stores on Combined Requisition and Issue Voucher [CR& IV] forms signed by the Head of Department/Section/Unit/Centre concerned and stating the work for which the stores are required. The CR & IV shall then be sent to the Directorate of Internal Audit for pre-auditing and then to the Estimates Sections in the Directorate of Finance for Commitment
- (d) After registration of the requisition by the Storekeeper, the Combined Requisition and Issue Voucher shall be taken to the Head of Stores or his/her assistant who shall authorise the issue by initialling it
- (e) On presentation of the CR & IV to the Storekeeper, the stores shall be issued and the quantities entered by the Storekeeper in words for the officer collecting the stores to sign in the column provided. The first three copies of the voucher shall then be detached leaving the quadruplicate copy in the book to serve as a waybill
- (f) The Storekeeper, after making the necessary entries on his or her tally cards, shall return the voucher to the Stores Officer where the clerk-in-charge of the stores ledgers will price and pass it to the next officer for extension. This officer shall in turn pass on the voucher for checking before the goods are issued. The triplicate copy which serves as an invoice shall be sent to the requisitioning officer, while the duplicate copy shall be used by the Stores Accounts Office for preparation of monthly statements and to support entries on the ledgers and tally cards.

20.5 Low Stock Advice

The Storekeepers shall at the end of each week examine their tally cards and submit Low Stock Advice to the Head of Stores in respect of items that have reached or fallen below the minimum stock level for replenishment.

20.6 Advice on Issues to Departments/Sections/Units/Centres

At the end of each month, and not later than the middle of the following month, Stores Section shall issue a Statement of Stores Issued to Departments/Sections/Units/Centres with copies to the Directorate of Finance. On receipts of such statement, Heads of Department/Section/Unit/Centre shall record the issue in their votes register if they have not already done so.

21.0 ASSETS REGISTER

All Departments/Sections/Units/Centres shall maintain an Assets Register in which shall be recorded all furniture, equipment, plant and machinery in their charge. The Assets Register shall contain the following details:

- Description of the item or asset
- Date of receipt of the asset
- The source of supply
- Quantity received and value
- Remark column stating conditions of the equipment
- Location of the asset
- Serial number if any
- The Estate Section's identification mark

22.0 STOCKS

22.1 Stock Check

At the end of each financial year, the Head of Department/Section/Unit/Centre shall take an inventory of all assets under his/her control and ensure that the list of inventory agrees with the records in the Assets Register. This shall be certified by the Head of Department /Section/Unit/ Centre as correct and submitted to the Director of Finance not later than two weeks after the end of the financial year.

22.2 Recommendations for Write-off of Stocks

The Stock records submitted by a Department/ Section/Unit/Centre may include a recommendation that certain items that are unserviceable may be written off. On receiving a recommendation, the Director of Finance shall request the Registrar to convene a Board of Survey for the purpose of recommending the disposal of such unserviceable items.

22.3 Annual Stock-Taking

All sections of the University holding large stock of consumable and saleable items shall be expected to take stock at the end of every financial year and at such intermittent periods as may be considered necessary or directed by the Director of Finance. Such stock-taking exercise shall be carried out jointly by the Department/Section/Unit/Centre and a team of verifiers from the Directorate of Internal Audit and Directorate of Finance. On completion of the stock taking, the value of stock on hand at 31st December shall be certified by the Head of Department/Section/Unit/Centre. Original copies of certified stock-taking sheets shall be valued at cost or market value, whichever is less, and the method of valuation shall be consistent with the method employed in the previous year.

23.0 DISPOSAL OF STORES, PLANT AND EQUIPMENT

23.1 Authority to Dispose

- (a) The Vice-Chancellor shall convene a Board of Survey which shall report on unserviceable, obsolete or surplus stores, plant and equipment subject to a technical report on them and recommend the best method of disposal
- (b) The Board of Survey's recommendations shall be approved by the Vice-Chancellor and the items shall be disposed off
- (c) When a Head of Department/Section/Unit/Centre or officer-in-charge is of the opinion that certain stores are unserviceable or certain assets can no longer be used he/she shall inform the Registrar in writing.

23.2 Functions of Board of Survey

The functions of a Board so constituted shall be;

- a) to determine whether the items which have been the subject of enquiry are in fact damaged, bad or unserviceable
- b) to ascertain the circumstances which led to their being declared bad, damaged or unserviceable
- (c) to make such recommendations or decisions as may be considered necessary for the sale, disposal or destruction of the condemned stores, either by public auction or open tender.

All decisions of the Board shall be subject to the approval of the Vice-Chancellor.

23.3 **Disposal Procedure**

Disposal of obsolete/damaged/bad/unserviceable items shall be by:

- (a) transfer to government departments or other public entities, with or without financial adjustment
- b) sale by public tender to the highest tenderer, subject to reserve price
- c) sale by public auction, subject to a reserve price, or
- d) destruction, dumping, or burying as appropriate.

23.4 In the case of perishable items, the Registrar in consultation with the Director of University Health Services, may direct that they shall be disposed of forthwith

23.5 Any report submitted to the Vice-Chancellor shall be signed by the members of the Board. Where there is a dissenting view by any member of the Board as to the manner an asset should be disposed of or as to the conclusion reached by the Board, such member shall make his views known in a minority report

23.6 Members of the public or staff members who buy assets or stores as a result of Board of Survey enquiry shall produce receipt of payment before the purchased items can be handed over to them.

23.7 Membership of Board of Survey

The membership of Board of Survey shall be as follows:

Pro-Vice-Chancellor	-	Chairman
Registrar	-	Member
Director of Finance or his/her representative	-	Member
Deputy Registrar, (DLCGS)	-	Member
Director of Development or his/her representative	-	Member
The Director of Internal Audit	-	Member
The Estate Officer or his/her representative	-	Member
Transport Officer	-	Member
Assistant Registrar/ Senior Assistant Registrar (Legal Section, DLCGS)	-	Secretary

Where necessary, technical advice from an external assessor would be sought.

AMENDMENTS

Subject to the approval of Council, the Finance Committee may recommend amendments, deletions and additions to the Regulations.

