



# **FINANCIAL MANAGEMENT MANUAL, 2014 AS AMENDED 2021**

APPROVED BY THE UNIVERSITY COUNCIL  
ON THURSDAY, MARCH 13TH, 2014  
AS AMENDED 2ND JUNE 2021

## MESSAGE FROM THE UNIVERSITY COUNCIL CHAIRPERSON

Kyambogo University has been growing from strength to strength since its establishment in 2003. As a young institution, it has continuously built relevant systems, structures and policy tools to make it grow towards maturity.

Kyambogo University will continue to steadily live-up to its Vision, Mission and Core Values. The Vision of Kyambogo University is: **“To be a Centre of Academic Excellency”** The University Mission is: **To advance and promote knowledge and development of Skills technology, education and in such other fields having regard to quality, equity, progress and transformation of society.** The University upholds the following core values: **Quality, Equity, Integrity, Professionalism and Inclusiveness**

The quality of Kyambogo University graduates is the best portrait of its commitment to live up to its vision, mission and core values, and to grow into one of the best Universities in the region.

One of the most fundamental pillars for developing Kyambogo University is the development of University policy tools to guide the implementation of programs and activities. The University Council is indeed glad to have approved the “Kyambogo University Financial Management Manual, 2014” which will guide and streamline the management of financial resources.

I wish to thank the University Council, Management, staff and students for the efforts and good work done in the development of this Policy Manual.

I am glad to declare this Manual operational with effect from the date of its approval by the University Council

Thank you,



Dr. Mary Goretti Nakabugo

**CHAIRPERSON, KYAMBOGO UNIVERSITY COUNCIL**

## FOREWORD

Management of finances and other resources is fundamental to the success of teaching and research programs in Kyambogo University. The approval of this Policy Manual by the University Council is, therefore, a central step towards good financial management and the achievement of the above core programs.

Kyambogo University will continue to make use of the available financial and other resources, to take lead into innovative teaching and research that has historically enabled our graduates excel at employers' premises.

This financial management manual will, therefore, be instrumental in guiding the University Council, Management, staff and the Guild to manage programs and projects aimed at developing Kyambogo University. It provides for the roles, mandate and responsibilities of the various University organs and stakeholders in the various financial management functions. Efficient management of those functions will be a key input into the modeling of the kind of graduate desired by the labor, production and entrepreneurship world.

I wish to congratulate the University Council, Management, Staff and Students for the effort in the production of this very important policy. I wish to encourage all the University stakeholders to read, uphold, protect, implement and comply with this Policy Manual in order to strengthen financial management system in the University.

Thank you,

A handwritten signature in blue ink, consisting of a series of loops and lines, positioned below the text 'Thank you,'.

Prof. Eli Katunguka Rwakishaya  
**VICE CHANCELLOR**

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## DEFINITION OF TERMINOLOGIES

In this Financial Management Manual, unless the context otherwise requires:

1. **“Academic Department”** means the teaching department which functionally reports to Faculty/School.
2. **“Accounting Officer”** means the Accounting Officer appointed in accordance with the Universities and Other Tertiary Institutions Act, 2001 (as amended) and Public Financial Management (PFM) Act 2015 and the Public Finance and Accountability Act, 2003(out).

**Accounting Officer** as per PFM Act 2015 means a person who is-

- a) Designated or appointed in writing as Accounting Officer, by the Secretary to the Treasury, to the responsible for a vote, or
  - b) Appointed as Accounting Officer under an Act of Parliament or Under an Instrument of appointment made under an Act of Parliament to be responsible for a vote
3. **“Act”** means the Universities and Other Tertiary Institutions Act 2001 (as amended).
  4. **Administrative Advance:** This refers to all monies paid in advance to any staff or other officials of the University, other than salary advances, to carry activities on behalf of the University. Such advances shall be accounted for by providing acceptable evidence, documentation or explanation confirming the appropriate use of the funds for the intended activities.
  5. **“Administrative Department”** unless otherwise defined, means a non-teaching department of the University which shall include the departments directly headed by the Vice Chancellor, Deputy Vice Chancellors, the University Secretary, Finance, Dean of Students, the University Library, the Academic Registrar, the Directorate of Planning and Development, Internal Audit, the Directorate of Human Resources, Directorate of Medical Services and any other non-teaching department or office created and/or elevated by the University to the same or higher level as the aforementioned departments.
  6. **“Building”** means any man-made structures and enclosures which are owned, rented or occupied by the University standing more or less permanently in one place.

7. **“Cash”** for the purpose of this Manual means: notes, coins, credit cards, money orders, debit card and cheques/drafts, promissory notes and any other method approved by the bank of Uganda.
8. **“Cash in transit”** means all forms of monies defined in this Manual as being in custody of an officer of a University or remitted or transferred from one office or place to another;
9. **“Committee”** means any committee of Council including an Adhoc-Committee, Sub-Committee or Board of Kyambogo University Council or any other committee put in place by the University Council in accordance with section 43 of the Universities and Other Tertiary Institutions Act, 2001 (as amended).
10. **“Council”**: Unless otherwise specified, the term “Council” means the Kyambogo University Council.
11. **“Ensuing financial year”** means a financial year, which is subsequent to the current financial year, for which the budget estimates are being prepared. For example if the current year is 2013/2014, then the **“ensuing financial year”** becomes the Financial Year 2014/2015
12. **“Guild”** Means the entire students’ body of Kyambogo University.
13. **“Guild Leadership”** Means the team of University Students elected by the Students to be their leaders in accordance with the Students Guild Constitution. The Guild leadership, for the purpose of this Manual, includes the Guild Cabinet, the Guild Representative Council (GRC),
14. **“Heavy plant”** means items of a specialised nature which may include compressors, motorised engines and generators, heavy pumps, drillers, excavators, dumpers, cranes, rollers, trailers, dozers, road sweepers, graders, tar sprayers, fire service tenders, forklift trucks, or other similar items;
15. **“Internal audit”** means an independent, objective, assurance, consulting and appraisal function established by the University to examine and evaluate its activities as a service to the University;
16. **“Internal controls”** means the systems of control devised by management to ensure that the University’s objectives are achieved; management policies are adhered to in a manner that promotes the economy, efficiency and effectiveness on the use of resources; that financial and other records are reliable and complete; and that the University’s assets and interests are safeguarded;

17. **“Land”** means the surface or physical body mass of the earth with unlimited life owned, rented or occupied by the University, and is or / can be used to support structures, and may be vacant or used for farming or commercial or any other purpose.
18. **“Loss”** means any loss, theft, deficiency, fraudulent payment, suppression of revenue, irrecoverable revenue, misappropriation, misuse or unauthorized damage or destruction
19. **“Management”** Unless otherwise defined, means the Committee of Top Management established under regulation 2.06 of this Manual
20. **“Manual”** unless otherwise defined, means this manual i.e. the Kyambogo University Financial Management Manual, 2013.
21. **“Monies or money”** includes cash, cheques, postal and money orders, stamps and other negotiable instruments of monetary value.
22. **“Officer of the University”** Means officers of Kyambogo University with the exception of the Chancellor as defined and established under the Universities and Other Tertiary Institutions Act, 2001 as amended.
23. **“Revenue”** means gross inflow of economic benefits (cash, receivables, other assets) arising from the ordinary operating activities of an entity (such as sales of goods, sales of services, interest, royalties, and dividends).
24. **“Revenue collector”** means any officer, cashier, or any other staff appointed by the University and/or assigned by the University Bursar to receive, collect or keep custody of University revenue or money;
25. **“Risk management”** means the establishment of policies, controls, procedures and/or practices to identify, analyse, quantify, monitor and/or control exposures of the University and its assets so as to minimize its potential or actual losses;
26. **“Storekeeper”** means any University officer in charge of receiving, storing and issuing goods, inventory and/or assets, or is in charge of a store of assets, goods, inventories and/ or stock.
27. **“Sundry Income or expense”**: Means assorted or miscellaneous income or expense.
28. **“Treasury”**: This is the treasury of the University which means the offices, situations or places where the University funds are authorized to be stored including the cash office and bank accounts.

29. ***“Unallocated Stores”*** means stores the cost of which is charged to a stores control account pending later charge to the relevant programme, sub-programme and item of expenditure;
30. ***“University Bank Account”*** means bank accounts authorized by University Council and operated by the Accounting Officer, University Bursar and/or any other designated officer by University Council on behalf the University including project accounts.
31. ***“University Bursar”*** means an officer appointed and posted to manage the finances of the University in accordance with the Universities and other Tertiary Institutions Act 2001
32. ***“University Council”*** Means the University Council of Kyambogo as defined in the Universities and Other Tertiary Institutions Act, 2001.
33. ***“University Staff or Employee”*** means any person appointed by the University and holding or acting in a University office. *The nature or terms of appointment shall not affect the status of the staff or employee for the purpose of this Manual*
34. ***“Virement”*** as per PFMA 2015 means the reallocation of funds within the budget of a Vote from a budget line to another budget line,
35. ***“Vote”*** means an entity for which an appropriation is made by an appropriated Act or Supplementary Appropriation Act.
36. ***“Vote Holder”*** Means an employee of the University who is in charge or who is a controller of a vote.

## THE UNIVERSITY VISION, MISSION AND CORE VALUES

Kyambogo University is guided by the following Vision, Mission and Core Values:

1. ***The University Vision:*** “To be a Centre of Academic and Professional Excellence”.
  
2. ***The University Mission:*** “To advance and promote knowledge and development of skills in Science, Technology and Education, and in such other fields having regards for quality, equity, progress and transformation of society”.

### 3. ***The University Core Values:***

In order for the university to realize its vision and mission, certain shared values are nurtured. The University is guided by the core values derived from the virtues and moral standards of the Uganda and wider global society. The following are the core values of Kyambogo University:

- a) ***Quality:*** Ensuring high quality of output and service delivery.
  
- b) ***Equity:*** ensuring equal opportunity for all in all its programmes.
  
- c) ***Integrity:*** promotion of high sense of moral and ethical standards in all its dealings with stakeholders and the public.
  
- d) ***Professionalism:*** Professionalism is to be observed in all dealings and execution of the University’s mandate.
  
- e) ***Inclusiveness:*** The University will provide an enabling environment for all stakeholders in all its undertakings.

## **CHAPTER 1: INTRODUCTION**

### ***1.01. Title.***

This Manual shall be cited as “Kyambogo University Financial Management Manual, 2014 as amended”.

### ***1.02 Formulation and Approval of the Manual***

1. This Manual was formulated and approved in accordance with the functions and powers conferred upon Councils of Public Universities by sections 40 and 41(d) of the Universities and Other Tertiary Institutions Act 2001 (as amended).
2. This Manual was internally formulated by the department of the University Bursar. It was discussed by all staff in finance department, internal audit department and procurement Unit in workshop. It was thereafter submitted and presented to the University Top Management thoroughly which discussed it and recommended it to the Finance and Resource Mobilization Committee of Council.
3. The Manual was further presented to the Finance and Resource Mobilization Committee of the University Council which discussed it and recommended it to Council for Approval.
4. The University Council further discussed the final draft Manual and approved it on 13<sup>th</sup> March 2014 in a Council Retreat held at Imperial Golf Hotel in Entebbe.

### ***1.03. Commencement of the Manual.***

This Manual instantaneously came into force upon its approval by the University Council on the 13<sup>th</sup> of March 2014.

### ***1.04. Application of the Manual.***

1. This Manual shall apply to all financial transactions and businesses which are applicable to Kyambogo University.
2. This Manual shall apply and be enforceable on all members of the Kyambogo University for compliance.

**1.05. Authority, Revision and Interpretation of the Manual**

1. This Manual shall take precedence over all other policies, guidelines, procedures, and/or instructions relating to financial management approved and/or issued by the University Council and/or any other organ or person of Kyambogo University.
2. The Manual shall, however, be subordinate to the Ugandan Constitution, all Laws of Uganda, and all Statutory Instruments, Instructions or guidelines issued by the Government of Uganda.
3. The Accounting Officer shall have the power to give interpretation or guidance on any matter, paragraph, clause or terminology in this Manual that is deemed to be misleading, ambiguous or whose meaning is not clear or not clearly understandable to any person, group or section of users.
4. In case of any contention or doubt of the Accounting Officer's interpretation, the final recourse for interpretation of any matter, paragraph, clause or terminology shall be with the University Council through its relevant Committee.
5. The University Council shall from time to time when deemed necessary to issue new financial guidelines to fill lacuna or gaps in this manual.
6. The University's Top Management Committee shall be responsible for initiating and submitting proposals for review and/or revision of this manual to the University Council.
7. All users of this Manual are encouraged to forward all proposed revisions to this manual to the University's Top Management Committee for consideration through the University Bursar.
8. This Manual shall be put on the University Website to ensure that every staff and student of the University can access it without limitation.

### ***1.06 Implementation and Monitoring Arrangements***

1. The approved Manual will be distributed to the key University stakeholders so that it can be widely read for effective implementation and compliance.
2. The office of the University Bursar shall hold a number of training sessions for the various stakeholders to ensure that they are conversant with the provisions of this Manual.
3. The University Bursar shall also issue guidelines to operationalize the implementation of the Manual to all staff and students.
4. The University Council shall receive reports on the status implementation of this Manual every year highlighting the challenges, management actions and proposals emanating from thereon.

## **CHAPTER 2: FINANCIAL MANAGEMENT MANDATE AND RULES**

### Section 2.01.

Financial regulatory framework as provided in the Public Finance Management Act 2015 and Treasury Instructions 2017.

### **2.02. The Mandate of the University Council.**

Section 40 (1) of the Act stipulates the functions of the Council as the supreme organ of the Public University and as such shall be responsible for the overall administration of the objects and functions of the University. In that regard and without prejudice to the generality of **subsection (1)**, the University Council shall: –

- a) Be responsible for the direction of the administrative, financial and academic affairs of the University.
- b) Formulate the general policy of the Public University;
- c) Give general guidelines to the administration and academic staff of the University on matters relating to the operations of the University;
- d) Do any other thing and take all necessary decisions conducive to the fulfillment of the objects and functions of the University.

### ***2.03. Mandate of the Council Committee Responsible for Finance and Planning.***

1. The University Council shall at all times have a committee responsible for finances in accordance with section 43 of the Act with mandate to:
  - i. Ensure the University keeps proper books of accounts.
  - ii. Review proposed fees and rates by management and submit to the Council for approval.
  - iii. Within a period of four months before end of each financial year, review and submit to Council for approval estimates of the income and expenditure of the University for the next ensuing year as presented by management
  - iv. Review strategic initiatives of financial or administrative nature as presented by management including borrowings and submit to Council for approval
  - v. Advise on the strategic direction of the University
  - vi. Monitor progress in the implementation of the University's strategy against

- agreed performance indicators and inform Council on annual basis
- vii. Exercise such powers as the Council may from time to time delegate to it
- viii. Oversee the procurement of works, goods and services in the University;
- ix. Receive and consider quarterly reports on the procurement of works, goods and services and disposal of University assets
- x. Review financial performance of the University and provide quarterly financial performance reports to Council.

#### ***2.04. Mandate of Top Management Committee***

- (1) The University shall have a Top Management Committee (TMC) chaired by the Vice Chancellor, otherwise referred to as Management, to advise the Vice Chancellor on the management of the University.
- (2) The Composition of the Top Management Committee is as prescribed in the first schedule of this Manual. The Vice Chancellor may co-opt any other staff of the University as deemed necessary.
- (3) The Management shall be responsible for planning and implementation of all University activities, projects and programs.
- (4) Management shall initiate and recommend all policies, plans and projects for Council's approval through the relevant Council Committees
- (5) Management shall be responsible for the following University affairs:
  - (a) Initiation of financial and technical planning proposals, and the execution of implementation and monitoring of the University projects;
  - (b) Follow up and reporting to University Council on the state of implementation of the various policies and decisions on an annual basis;
  - (c) Reporting to the University Council through its Committees the status and performance of the University budget on a quarterly basis;
  - (d) To take decisions for implementation and administration of the various projects, activities and programs.
  - (e) Report to the University Council on annual basis the progress on the implementation of the University strategic plan;
  - (f) To Initiate and recommend to Council the budget proposals, draft work plans and draft procurement plan proposals through the Council Committee responsible for finance and Planning to Council for Consideration;

- (g) Monthly monitoring and reporting of the performance of the budget, work plans and procurement plans of the University.

Quarterly monitoring and reporting of performance of the budget, work plans and procurement plans of the University

***2.05. Mandate of Resource Mobilization, Development and Investment Committee***

The Resource Mobilization, Development and Investment Committee shall:

- i. Review information on acquisition, investments, or dis investment of all equity investments including associated Companies to the University and recommend to Council accordingly;
- ii. Initiate and oversee the policy on physical infrastructure planning in accordance with the University policy;
- iii. Advise on land acquisition, protection and utilization;
- iv. Consider Capital Development programmes for the entire University;
- v. Consider estimates on Capital Development and Maintenance Works as required by Council and refer its proposal on expenditure to Council;
- vi. Oversee planning and development of the University physical infrastructure.
- vii. Initiate and review the Investment and Resource mobilization Policies and establish appropriate implementation guidelines, to include the following: time horizon for the portfolio, acceptable level of risk for the portfolio, acceptable asset classes for investment (e.g. treasury bills, fixed income, stocks, equities or stokes and real assets, etc.) and range of allocation of assets among the available asset classes so as to have a diversified portfolio investment
- viii. Establish investment practices, including the determination of criteria for hiring investment managers, distribution of assets among investment managers and the portfolio's rebalancing strategy.
- ix. Ensure that adequate and appropriate research (market identification and analysis) is being conducted concerning the future performance of the portfolio and its investments.
- x. Receive and review quarterly reports on the status of the investments and resource mobilization and present the reports to the University Council.

**2.06. Mandate and Functions of Audit Committee.**

The University Council shall constitute an Audit Committee composed of members of University Council and professionals of high-level experience, demonstrated competence and good standing in accounting/auditing and law drawn from outside the members of the University Council, recommended by Uganda Law Society and the Institute of Internal Auditor (IIA) of Uganda or the Institute of Public Accountants of Uganda (ICPAU) respectively.

The Audit Committee shall: -

- i. in accordance with section 50 of Public Finance Management Act 2015 assist the accounting officer in carrying out the oversight responsibilities relating to financial practices, internal controls, corporate governance issues, compliance with laws, ethics and audit matters;
- ii. review the arrangements established by the accounting officer for compliance with regulatory and financial reporting requirements;
- iii. review the financial statements prepared by the accounting officer to ensure that the disclosure in the financial statements is adequate and that fair representation is achieved;
- iv. facilitate risk assessment to determine the amount of risk exposure of the assets of the vote and the possibility of loss that may occur, with a view to mitigating risks;
- v. Consider the reports submitted by the internal auditor to the accounting officer under section 48 of Public Finance Management Act 2015 and make recommendations on the findings of the internal auditor.
- vi. require the accounting officer to report to the audit committee the actions taken or planned in response to the recommendations of the audit committee
- vii. review and obtain reasonable assurance that internal controls and University systems are operating effectively to produce accurate, appropriate and timely management and financial information;
- viii. review and monitor compliance to laws, regulations and policies;
- ix. review risk management systems for identifying, measuring, monitoring and controlling risks;
- x. review implementation of audit strategies, plans and budgets
- xi. receive and consider Auditor General's report, management letter and review the implementation of their recommendations;

- xii. report and advise Council on a regular basis on all matters relating to Auditing in the University;

***2.07. Mandate of the Vice Chancellor.***

1. The Vice Chancellor shall be the overall supervisor of the financial, managerial and academic affairs of the University and shall be responsible for the strategic direction and leadership of the University.
2. The Vice Chancellor shall within two months of the end of every financial year present to University Council the financial, administrative and academic performance of the University with detailed analysis of the status of implementation of policies, projects, programs, activities and the utilization of financial resources in the University.
3. The Vice Chancellor shall be responsible to the University Council for the execution of the following functions, duties and outputs:
  - a) Be the immediate link between the University Council with Management.
  - b) To lead in the formulation of strategies and proposals to attract funding.
  - c) To supervise and annually assess and appraise the performance of the Accounting Officer, the Faculty/School Deans and the Administrative Heads of Department based on the approved budget and work plan directly or indirectly.
  - d) The Vice Chancellor shall be assisted by Top Management to provide advisory services.

***2.08. Mandate of the Deputy Vice Chancellor (F&A)***

1. The Deputy Vice Chancellor F/A shall exercise his function in accordance with Section 32 (4) of the UOTIA. In line with the above section, the Deputy Vice-Chancellor for Finance and Administration [DVC (F&A)] shall assist the Vice-Chancellor in the performance of his or her functions and in that regard the DVC (F&A) shall oversee the finances, administration, human resources, security, estates, health services, procurement, planning and development of the University and shall

perform any other functions delegated to him or her by the Vice Chancellor or the University Council.

2. In the exercise of the above functions the DVC (F&A) shall:
  - a) Have strategic oversight over the following functions in the University: medical services, students' welfare, planning, budgeting, resource mobilization, expenditure management, investment, human resource management, Security, estates and works, and procurement functions – deleted because this is the role of the Accounting Officer
  - b) Coordinate the design and execution of strategic partnerships with other organizations for the development of the University.
  - c) Cause analysis of potential opportunities and threats, planning for and management of risks that are potentially exposed to the University's operations.
  - d) Oversee the process of developing and executing budgets by Faculties, Schools and Administrative Departments of the University.
  - e) Provide leadership in initiating proposals and negotiations for raising funds and other resources for the University
  - f) Chair the Budget Committee and coordinate the budgeting process.

***2.09. Mandate of the University Secretary.***

1. The University Secretary shall be the Accounting Officer and the head of administrative services in the University.
2. In the exercise of his/her functions, the University Secretary shall be responsible to the Vice Chancellor through the Deputy Vice Chancellor in charge of Finance and Administration.
3. The duties of the University Secretary shall include, among others –
  - (a) To ensure that the financial procedures established by the Universities and Other Tertiary Institutions Act, 2003; Public Financial Management Act 2015; Public Finance Management Regulations 2016, Treasury Accounting Instructions 2017 this Manual and any instructions issued by Government and University Council

from time to time are complied with by the University staff, Management and Council;

- (b) to ensure that the public monies, property and other resources of the University are properly managed and safeguarded through effective revenue collection, debt management, expenditure control and payment of creditor in accordance with this manual, University Council instructions and government of Uganda instructions;
- (c) To ensure that proper provision is made for the safekeeping of all University Council monies, securities, valuable documents and account books;
- (d) To produce when required by the Auditor General or Accountant General or by such authorized public officers of government of Uganda, Accounting records and source documents for inspection as required by the relevant laws of Uganda.  
;
- (e) To promptly respond to any queries addressed to him or her by the Auditor General, Inspectorate of Government, Public Accounts Committee of Parliament, the Audit Committee, the University Council (or any of its Committees) and/or the Chief Internal Auditor or any other competent authority.
- (f) To prepare and submit to the Auditor General and Accountant General the financial statements of the University for audit within two months after the end of each financial year in accordance with the Public Financial Management Act 2015;
- (g) To establish systems for efficient management of University resources to ensure adequate procedures for receipt, issue and safe custody of funds, stores, vehicles, plant and other assets;
- (h) To establish and operate a monitoring framework to assess whether the University receives value for money in respect of all its activities;
- (i) To initiate and facilitate training and other initiatives aimed at improvement of the financial management skills and creating awareness of among the University officials, staff, and other stakeholders' contractors, students
- (j) To ensure that no contract agreement, Local Purchase Order (LPO) or other commitment shall be issued without observing the commitment control system.

- (k) The University Secretary shall ensure the availability of this Manual to all members of council and all staff members and to ensure that they are conversant with procedures and guidelines therein.
- (l) The University Secretary shall quickly take appropriate action to staff or other stakeholders, including causing disciplinary action or prosecution, where the mismanagement and/or other anomalies are reported by the Chief Internal Auditor, the Auditor General and/ or any other competent authority
- (m) To supervise and report on budget performance / to Top Management for appropriate actions and decisions.
- (n) To lead and provide guidance on the Budget formulation, execution and reporting in with the Budget Call Circulars and instructions from Government.

#### ***2.10. Mandate of the University Bursar.***

1. The University Bursar shall be responsible to the Vice Chancellor through the University Secretary who is the accounting officer for all financial transactions and accounts of the University as provided for under the Universities and Other Tertiary Institutions Act, 2001 (as amended).
2. The University Bursar shall be responsible for the financial administration and planning of the University and shall maintain the accounts in a form determined by the Accountant General.
3. The University Bursar's mandate and duties shall among others, be;
  - a) To manage the finances of the University prudently, efficiently and effectively;
  - b) To ensure compliance with this Manual, the Act, the Public Financial Management Act 2015 , the Public Finance Management regulations 2016 and any other instructions issued by the Accounting Officer, the Vice Chancellor, and /or University Council from time to time;
  - c) To co-ordinate and support the Budget Committee, together with the Directorate of Planning and Development, Procurement and Disposal Unit, Directorate of Human Resources and Academic Registrar under the leadership of the Deputy Vice Chancellor (F&A) in the preparation of Budget Framework Paper(BFP), Ministerial Policy Statement, annual budget estimates, work plans, procurement

plans, recruitments and retirement plans and students' admissions in accordance with the budget cycle of the Republic of Uganda.

- d) To ensure that the approved estimates of expenditure on votes under his or her control are not exceeded and to keep watch over the expenditure of votes of Faculties and administrative Departments and warn them if there is a danger of those votes being exceeded;
- e) To ensure that no expenditure is incurred when it is not approved in the budget estimates;
- f) To maintain sound systems of accounting in accordance with this Manual and instructions issued by Government;
- g) To supervise and ensure the prompt collection and banking of all fees and other revenues due to the University;
- h) To supervise all officers entrusted with the receipt and expenditure of the University funds and to take precautions, through frequent checks against the occurrence of fraud, embezzlement, errors or carelessness;
- i) to supervise the expenditure and other disbursements of the University and ensure that no payment is made without proper authority and in case of any apparent extravagance to bring the matter to the attention of the relevant officer, the Accounting Officer and/or the Vice Chancellor;
- j) To charge under the proper faculties or administrative departments and budget items all disbursements of the University;
- k) To prepare annual accounts of the University for audit and as required by the UOTIA 2001 and the Public Financial Management Act 2015 ;
- l) To prepare periodic reports as required by the University council, Management, donors or the government;
- m) To make provision for the secure custody of all accounting stationery;
- n) to monitor in consultation with Accounting Officer, the University's procedures for the procurement of goods, services and works and to ensure that all officers concerned provide adequate storage for stores and assets in their receipt and/or custody;
- o) To advise the University Secretary on the disposal process of the stores or assets, and co-ordinate with PDU;

- p) To supervise the operation, maintenance and protection of the University's accounting and data processing equipment including the provision of dust and damp-free accommodation and standby facilities in the event of breakdown or power failure;
- q) To take full responsibility for staff under his or her control and ensure fair allocation of duties and training;
- r) To ensure that officers with responsibilities of a financial nature are conversant with the International Accounting Standards and comply with applicable laws, financial policies and regulations issued from time to time;
- s) To report to the Accounting Officer or Director of Human Resources and recommend disciplinary action against any officer who continuously contravenes University policies and regulations;
- t) To implement lawful policies and directions of the University Council, as communicated to him or her by the Vice Chancellor or the University Secretary and where he or she considers any direction not to be in accordance with the Act, financial policies or regulations, prepare a written statement of objection or advice to the Vice Chancellor and/or the Accounting Officer.
- u) To liaise with donors and Non-Governmental Organisations for independent audits of accountability statements of funds given to the University by those agencies;
- v) To sign alongside the Accounting Officer, all purchases and financial instruments for commitment or expenditure of the funds of the University;
- w) The University Bursar shall, submit quarterly financial reports to Top Management for onward consideration by the respective Council Committee responsible for finance and Planning.
- x) The University Bursar may issue guidelines for the management of funds and other resources of the University.
- y) The University Bursar shall bring to the notice of the Accounting Officer and to the Management any apparent deficiency in this Manual and suggest any means by which deficient sections may be improved.

### ***2.11. Mandate of the Chief Internal Auditor***

1. Chief Internal Auditor shall be administratively responsible to the Vice Chancellor but shall be functionally responsible to the University Council Audit Committee.
2. The duties of the Chief Internal Auditor shall be in accordance with the Internal Audit Charter.
3. Take lead in the provision of independent and objective assurance, advisory services aimed at adding value and improving University financial Management operations.

### ***2.12. Mandate of the Director of Planning and Development***

1. The Director of Planning and Development shall be responsible to the Deputy Vice Chancellor (F&A).
2. The office of the Director of Planning and Development shall be the focal office for strategic planning, Sectoral Plan coordination, monitoring and evaluation of the University activities. As such, the Director of Planning and Development shall be:
  - a) To coordinate the design and development of strategic plans to provide strategic direction and set the pace for the development of the University.
  - b) To coordinate the preparation of University project proposals and implementation of program according to the development strategy of the University.
  - c) To oversee the planning, coordination and provision of technical guidance in the development of performance indicators, quality standards and preparation of policy statements for Kyambogo University.
  - d) In the execution of this function, the Director of Planning and Development shall be responsible for:
    - i) Preparing periodic monitoring and evaluation reports for submission to Top management.
    - ii) Co-ordinating with the University Bursar in the initiation, compilation and presentation of the University annual budget.
    - iii) Evaluation and assessment of the financial resources allocation strategy every two years to ensure that the University is financing programs according to the strategic plan.

### **2.13. Mandate of Heads of Administrative Department and Faculty / School Deans**

- (1) The duties of a Head of Administrative Department and/or a Faculty/School Dean in respect of financial management include, but shall not be limited to the following:
  - a) Being responsible for the production of the department/faculty annual work plans, procurement plans, budget proposals and development plans in accordance with the budget cycle,
  - b) Being planning Centre vote holders they control and take personal responsibility for supervising the operations and transactions in his/her faculty or administrative department.
  - c) Recommending to the University Secretary the faculty/department's payment requests and commitments for approval;
  - d) Being personally responsible for ensuring that all financial commitments of his/her administrative department or faculty are within the commitment limits of available funds, and in line with approved budget and work plans;
  - e) Ensuring the availability of this Manual to staff members under his/her jurisdiction and ensuring that all staff members in his/her department or faculty are conversant with this Manual;
  - f) Submitting progress reports on the vote within ten days after the end of each quarter to the Planning and Development Directorate for consolidation and submission to Top Management.
  - g) Promptly reporting incidents of death, abscondment, desertion, dismissal, suspension or interdiction of any employees under their jurisdiction to the University Secretary with copies to the Vice Chancellor, University Bursar, Director of Human Resources and the Chief Internal Auditor in order to take the necessary actions to save financial losses to the University.
- 2) The Head of an Administrative Department and/or Faculty / School Dean shall ensure that the staff under his/her jurisdiction.
  - a) Account for the funds advanced to them or in their custody.
  - b) Exercise strict supervision over all officers under his or her authority entrusted with financial or accounting duties and bring to the attention of the University Bursar or Accounting Officer any incompetence, dishonesty or carelessness on

their part and take precautions, against the occurrence of fraud, embezzlement or errors and maintain an internal check system;

- c) Produce for inspection all cash, securities, books of account, records, receipt books or vouchers in his or her charge when required by the Auditor General, Accounting Officer, University Bursar, Chief Internal Auditor or any other authorised person including donors;

#### ***2.14. Responsibilities of Other University Staff.***

Each employee or any other official of the University concerned with the receipt, custody, disbursement or documentation of money, stores or other assets shall –

1. Comply with the Laws of Uganda, this Manual, the Internal Audit Manual, and any other directions or instructions issued by the University Council, the Vice Chancellor, the Accounting Officer or University Bursar;
2. Promptly respond to any queries addressed to him or her by any of the authorised officers giving in full information or particulars required;

#### ***2.15: Mandate of the Resource Mobilization Committee:***

The Resources Mobilisation Committee. This Committee shall be responsible for mobilising resources. It shall have five members appointed by the Vice Chancellor. The secretariat of this Committee shall be in the Office of University Bursar and it shall perform the following functions:

- a) Identify and source potential partners for funding University projects.
- b) Keep track of changing trends in resource mobilization, projects and partnerships.
- c) Advocate and lobby for increased funding to Programmes and project activities of the University.
- d) Coordinate resource mobilization activities in the University.
- e) Advise Management on all aspects of resource mobilization.
- f) Prepare quarterly performance reports to Management on resource mobilization activities of the University.

***2:16. Mandate of the Investment Committee:***

The Investment Committee. This committee shall be responsible for investment activities of the University, the Directorate of Planning and Development Shall provide secretariat to the committee which will be appointed by the Vice Chancellor.

- a) Implement investment decisions in accordance with the Strategic Plan.
- b) Prioritize feasible investments to be undertaken in line with the Strategic plan and Master Plan.
- c) Provide oversight and stewardship of the University's Investments.
- d) Assess the University's investment risk and put in place a risk management plan.
- e) Prepare quarterly performance reports to Management on investment activities of the University.

***2.17. Rules For Management Of University Financial Resources.***

1. All the assets or resources of the University shall be under the control and management of the Accounting Officer with the supervision of the Vice Chancellor, in accordance with this Manual, the Public Finance Management Act 2015 and other directives or guidelines of the University Council and/ or Government of Uganda.
2. The University Secretary, who is also the Accounting Officer, shall cause to be established adequate internal control systems to promote management efficiency and minimize risks affecting University assets and the timely achievement of the University objectives.
3. The internal control systems in rule 2.01(2) above shall include policies, principles, systems, rules and procedures designed to ensure efficiency, affordability and effectiveness of the University operations, to improve management decision making, to protect and safeguard university resources.
4. The Accounting Officer shall put in place detailed financial management controls to ensure that activities associated with authorizing, processing, recording, and reporting financial transactions are properly instituted and that the information resulting from these activities is accurate, reliable and relevant.

5. Administrative controls shall be put in place by the Accounting Officer to ensure that all resources (physical, financial and human) are properly acquired, maintained, used and accounted for; and that decisions regarding the expenditure and utilization of funds and other resources are based on reliable information; and that budgets are properly developed and monitored to ensure consistency between planned and actual expenditures.
6. The Accounting Officer shall from time to time design and facilitate adequate systems for segregation of duties, mandate and functions of different staff, committees and Council.
7. The Accounting Officer shall accord and ensure adequate facilitation and independence of internal audit, external audit, audit committee and other bodies or committees of investigation in order to promote transparency and accountability in the University.

## CHAPTER 3: BUDGETING AND BUDGET MANAGEMENT

### *3.01. Budgeting*

1. The University Council in accordance with the Universities and Other Tertiary Institutions Act, 2001 (as amended), section 41, approve the University budget proposals and the final accounts submitted by the management. This shall as well be consistent with the Public Finance Management Act 2015 and the Budget Act, 2001.
2. Budget Framework Paper; The Budget Framework Paper shall be prepared in accordance with Section 9 of the Public Finance and Management Act 2015

### *3.02. Establishment of Budget Committee*

**(1) The University shall have a Budget Committee composed of the following members:**

- (a) The Deputy Vice Chancellor (Finance and Administration) - Chairperson
- (b) The University Secretary
- (c) The University Bursar
- (d) The Director, Planning and Development (Secretary)
- (e) All Faculty / School Deans
- (f) All Administrative Heads of Department
- (g) Deputy Bursar in charge of budgeting
- (h) The Head of the Procurement and Disposal Unit
- (i) The Head of Works and Estates Department
- (j) Students' Guild Representative
- (k) Representative from Staff Associations and the Union
- (l) Any other person (s) nominated by the University Secretary.

**(2) The duties of the Budget Committee shall include:-**

- a) Coordinating and mobilizing the faculties and administrative departments to produce annual plans, annual procurement plans and budget proposals for submission to the University Management.
- b) Following up the budget cycle issued by the Ministry responsible for finance and the Accounting Officer and be responsible to Top Management Committee..

- c) Compilation and consolidation of all the budget proposals, procurement plans and work plans submitted by the faculties and administrative departments in prescribed forms and formats for submission to Top Management Committee..
  - d) Ensuring that the budget proposals are compliant and in conformity with all the government laws, regulations, policies and guidelines. .
  - e) (The Budget shall be executed and managed in line with part (iii) of the Public Finance Management Act 2015) to be taken to budgeting execution
- (3) The approved budget shall be disseminated to all Faculty/School Deans, Administrative Heads of Department/ Units.

### ***3.03. General Budget Principles***

The general principles of budget include the following:

- (1) Budget estimates shall reflect projected revenues and expenditures which are realistic and balanced.
- (2) The Heads of Administrative departments Faculty/School Deans shall be the Planning Centre Vote holders and therefore responsible for the initiation, production and the execution of the budget functions.
- (3) The Convocation shall budget, receive, spend and account for funds in accordance with the rules and regulations of this Manual.
- (4) Budget framework papers, development plans, work plans, procurement plans, approved students' enrolment, recruitment and retirements plans and financial year's approved budget estimates shall form the basis of the annual estimates of the ensuing financial year.
- (5) The prevailing factors and circumstances which are likely to affect future operations shall be taken into account when preparing the budget estimates.
- (6) Revenues and expenditures shall be itemized as far as possible and not shown by block amounts. The detailed budget estimates shall show against each item of revenue and expenditure, the amount expected to be collected or spent in the year of the budget estimates, together with the approved figure and the revised estimates for the current year.

### ***3.04. The Participatory Budgeting Process***

- (1) The budget preparation process shall be consultative and participatory in order to promote transparency, ownership and accountability of the budgeting processes and the resultant approved budget estimates.
- (2) The budgeting process shall start in the month of September in accordance with the PFM Act 2015. This shall include compilation of the planning and budgeting data from all departments and/or faculties, through a prioritisation process. .
- (3) The following University bodies shall discuss the budget proposals in the following order: Faculty/School Boards/Administrative Departments, Budget Committee, Top Management Committee, and the Committee of Council responsible for Finance and Planning and the University Council.
- (4) Kyambogo University Staff Associations, Convocation and the Guild shall have representation during the budget conference.
- (5) The Heads of Administrative Departments and/or Faculty/School Deans shall be responsible for organizing, coordinating and presenting their sector budget proposals during the various stages of the budgeting process.

### ***3.05. The Design of the Budget Estimates and Plans***

1. The budget estimates of the University shall contain and clearly indicate both the recurrent and development sections of the budget;
2. The budget estimates will be divided into two parts; the Recurrent Budget and Capital Development Budget with all amounts expressed in Uganda Shillings. The objectives of the revenue and expenditure estimates shall be clearly stated in the budget preamble with measurable targets that are directly linked to the work plans for the same financial year.
3. The budget estimates shall be prepared in detail showing revenue and expenditure items, in line with the Government of Uganda budgeting format and tools issued from time to time to facilitate proper monitoring and evaluation.
4. The budgeting process for the University shall be aligned with the budgeting principles and guidelines from the Ministry of Finance, Planning and Economic Development as shall be communicated in the budget call circular or any other standing instructions issued to guide the budgeting process.
5. The background to the budget estimates shall describe:

- a) All the major capital development projects budgeted for implementation in the financial year of the budget estimates and shall state the strategies and period in which the projects are expected to be accomplished.
- b) All the major administrative and academic innovations, reforms or achievements planned for implementation during the financial year of the budget estimates with clear milestones and expected period within which to be accomplished.
6. Feasibility studies, work plans, cost benefit analysis and environment impact assessment shall be indicated clearly before any project takes off and explanatory notes shall be provided to show the purpose and need for each project, and what the source of finance is to meet the full cost of the scheme.
7. All budget estimates of revenue and expenditure shall be in accordance to Chart of Accounts issued by the Accountant General.
8. This shall involve coding, organizing and assigning of the budget estimates in the format provided to all programmes, projects, administrative departments and faculties.

### ***3.06. Preparation of the Work Plans***

The University through Directorate of Planning and Development shall prepare University annual work plans every financial year on which the budget estimates shall be based on:

- a) The objectives and activities in the University annual work plans shall be extracted from the approved strategic plan.
- b) The budget centres shall be responsible for the preparation of their work plans with guidance of the Directorate of Planning and Development.
- c) The work plans shall be produced alongside the procurement plans, budget estimates, students' admission forecast, recruitment and retirement plans, and shall be based on the available funding in the budget estimates.
- d) The work plans shall be approved together with the budget estimates for the same financial year.

### ***3.07. Preparation of the Procurement Plans***

1. The University through Procurement and Disposal Unit shall produce University procurement plans every financial year in accordance with the Public Procurement and Disposal Act, 2014, PFMA 2015 and other relevant regulations.

2. The Planning centres shall be responsible for the preparation of procurement plans with guidance of the Procurement and Disposal Unit.
3. The procurement plan shall be produced alongside the work plans, budget estimates, students' admission forecast, recruitment and retirement plans, and shall be based on the available funding in the budget estimates.
4. The procurement plan shall be approved together with the budget estimates for the same financial year.

### ***3.08. Revenue Estimates***

1. The revenue of the University shall be got from the sources as provided under Section 59 of the UOTIA 2001
2. Revenue shall be coded according to different revenue streams. .
3. The estimates of revenue will give the following information in respect of each source:
  - (a) the actual revenue of the previous year;
  - (b) the estimated amount to be collected next financial year
4. Government grants shall be considered as part of the University revenue and shall be integrated in the University budget, to be spent on priorities determined by the University Council taking into the University priority programmes.
5. If there are conditional grants from the Government or donors such grants shall be part of University revenue but shall be planned for, recorded, utilized and accounted for according to the grant conditions.
6. Conditional grants shall be budgeted following an agreement between the University and Government and/or the relevant donor and the allocation, utilization and accountability for such grants shall be agreed upon with the government or donor.

### ***3.09. Grants, contributions and donations***

- a) All donor funded projects planned to be implemented in any financial year shall be declared to the University Council and Government by incorporating them into the budget estimates for the relevant financial year.

- b) Where the expected funds cannot be reliably estimated, they shall not be incorporated in the budget estimates but shall be disclosed in the notes to the budget estimates.
- c) All employees of the University seeking donor financing for their project proposals shall always communicate to the University Secretary the expected funding sources with brief description of the project components and objectives, and the project cost for incorporation or disclosure in the budget estimates.
- d) The funds sourced from donors shall be budgeted, utilized and accounted for in accordance with the terms of grant agreement.
- e) Every quarter, the University Council shall receive a financial and physical report on all the donor funded projects from the Project Coordinators.
- f) Donor project budgets or proposals may include a component of administrative service fee as agreed between the University and the donor.
- g) Where there is a component of the administrative service fee on all donor funds, its usage shall be determined by Management.

### ***3.10. Expenditure Estimates***

The detailed expenditure estimates (capital, non-wage and wage) shall be such detailed to include administrative departments, faculties/Schools, projects and/or programmes.

- a) Capital expenditure estimates:
- b) Non-wage Expenditure estimates
- c) Wage expenditure estimates

### ***3.11. Revision of Budget Estimates.***

A revision of budget estimates may fall into one of the following categories:-

- a) ***Virement***; which shall involve the re-allocation of approved funds between budget items under the same vote not exceeding 10% of the approved budget.b)
- b) Virement shall be approved by the Minister responsible for finance on request by the Accounting Officer in accordance with the Section 22(2) of the PFMA 2015.
- c) ***Supplementary estimates***, which shall involve additional funds required for recurrent expenditure or capital development purposes or an increase in the total

approved estimated expenditure for the year. This is approved by the Parliament on recommendation of the University Council.

- d) Request for supplementary estimates/provisions shall always be subject to strict conditions of prior approval of University Council approval.
- e) Vote holders, in consultation with the University Bursar, are responsible for monitoring their expenditure to ensure that the budget limits of their departments or faculties are not exceeded and to initiate requests for virement, reallocation and/or supplementary provisions when their budget limits are about to be used up.

### ***3.12. Virement Warrants***

1. An application for virement shall be made by the account relevant budget holder to the University Secretary showing the amount(s) to be transferred and the budget items under the same programme of expenditure affected,
2. Application for virement shall only be valid if the budget items between which the funds are to be transferred are within the same faculty or administrative department,
3. If the Accounting Officer, in consultation with the Vice Chancellor, has no objection, a virement request shall be submitted to the minister responsible for Finance with copies to Auditor General and Secretary to Treasury.

### ***3.13. Re-allocation Warrant***

1. An application for re-allocation shall be made by the vote controller concerned to the Accounting Officer showing the amounts to be transferred from one sub-program to another and the budget programs affected.
2. Application for reallocation warrant shall only be valid if it involves a transfer of funds from one faculty to another, one administrative department to another or from a faculty to an administrative department or vice versa without requiring funds over and above the overall approved budget estimates for the financial year.
3. The Accounting Officer shall, after consultation with the Vice Chancellor, submit the application for re-allocation to the Council Committee responsible for finances where the Head of the administrative department or faculty dean and Chairpersons of relevant Council Committees shall attend to explain or clarify the reasons for the re-allocation.

4. If the University Council approves the re-allocation, the Accounting Officer shall issue a re-allocation Warrant to the relevant account holder, with copies to the Vice Chancellor, Deputy Vice Chancellor in charge of finances, the University Bursar, Chief Internal Auditor, Auditor General and the Secretary to the Treasury.

### ***3.14. Supplementary Provisions***

1. If new or additional funds are required over and above the approved budgetary provisions for the financial year, which cannot be met by virement or re-allocation, the relevant account holders shall apply to the Accounting Officer for a supplementary provision.
2. An application for supplementary estimates shall specify the source additional revenue or external funds which shall cover the cost of the additional requirements.
3. On approval by the University Council, the Accounting Officer shall write to transmit the request for supplementary budget to the Secretary to the Treasury for approval by government.
4. When a virement, re-allocation or supplementary estimates warrant has been issued, the vote book must be amended to reflect the corresponding increases and decreases and the approved estimates are thereby formally amended.

### ***3.15. Multi -year Expenditure commitments:***

University projects that have more than one financial year commitment shall be budgeted for under the provision of Multi-year expenditure of the PFMA 2015.

### ***3.16. Budget Approval:***

1. Budget estimates shall be based on realizable financial resources and achievable outputs for purposes of ensuring that the variances between actual out-turns and budget estimates are minimal.
2. Each administrative department or faculty shall make estimates for the preceding year based on the anticipated activity level, realizable revenue and achievable expenditure outputs. The departmental or faculty estimates shall be consolidated to produce the overall University budget estimates.
3. The Chairperson of the University Council shall endorse the approved estimates on behalf of the University Council.

4. The Budget proposal shall be approved together with the University work plans, procurement plans, recruitment plans and retirement plans.
5. Overall budget approval shall be by Parliament through an appropriation Act for that Financial Year.

***3.17. Budget Implementation and Monitoring***

1. It shall be the responsibility of budget holders to ensure that the activities and projects approved in the budget estimates are implemented on time in accordance with the work plans and procurement plans approved together with the budget estimates.
2. The Planning Centre vote holders shall ensure that value for money for all activities and projects is attained through efficient monitoring of progress of activities and projects and comparison of the project costs with the planned budget.

## **CHAPTER 4: REVENUE MANAGEMENT**

### ***4.01. Authority for Revenue Collection and Expenditure***

1. On approval of the budget estimates by the University Council and finally Parliament, management shall collect the approved revenues to operationalize the provisions of the budget estimates.
2. The Chairperson of the University Council shall sign the budget estimates after approval by Parliament which shall be published and distributed to all Council members, Faculties/Schools, Academic and Administrative Departments/Units.

### ***4.02. Revenue Collection Responsibilities***

1. The University Secretary with the technical guidance of the University Bursar, shall ensure that officers responsible for revenue collection carry out their duties properly and promptly.
2. All revenues due to the University shall be collected through Uganda Revenue Authority and deposited to the Consolidated Fund.
3. All revenues generated from donor/projects shall be collected and deposited on designated account of the University as per the Memorandum of Understanding/Agreement.
4. All revenue generated from University Resource Mobilization Initiatives (RMI) including Endowments, PPPs, Alumni funded projects shall be deposited on designated accounts as approved by the University Council and or Government.
5. The University Revenue shall be collected through the Academic Information Management System or any other authorized system in use as prescribed by the University or Accountant General or Government.
6. Revenue collection shall be governed by procedures prescribed in this manual or any other laws, regulations or instructions issued by government from time to time.
7. No University revenue collector shall be allowed to receive cash from any student, contractor, creditor, agent, person or body on behalf of the University.

#### ***4.03. Revenue Reports***

1. The Accounting Officer shall, with the technical support of the University Bursar, prepare and submit quarterly and annual reports of revenue performance as part of the overall financial performance to Top Management and Council.
2. All receivables due carried forward at the end of each accounting period shall be duly brought forward at the beginning of the next accounting period.

#### ***4.04. Revenue Collectors***

1. A revenue collector shall be the University Bursar or any other person authorized in writing to collect revenue on his/her behalf.
2. No person shall collect revenue on behalf of the University unless such a person is a contractor approved by the Contracts Committee or any person authorized in writing by the University Bursar for that purpose.
3. All students fees payments shall be posted to the students' portal and this shall confirm payments received from the student and no further receipt (s) shall be issued.
4. Reconciliations between revenue collected and student portal / account/ ledger/transfers shall be routinely conducted and reported to the Accounting Officer.

#### ***4.05. Tuition and Functional Fees***

1. The University Council shall fix the rates of tuition or functional fees to be collected by the University from the students.
2. No fees (whether tuition and functional fees) shall be charged or levied against any students unless such fees have been approved by the University Council.
3. Tuition fees, unless otherwise defined, shall mean the direct financial cost/levy payable to the University by a student of a particular course of study (program) per semester to cater for the teaching service provided to the student. Each academic program (course of study) shall have its own costed rate of tuition fees.
4. Functional fees shall mean those fees, other than tuition fees, which shall be levied or payable by students by virtue of being enrolled in the University or on the basis of the course of study or any other reason.

5. The functional fees shall be levied and categorized as prescribed under the second schedule of this Manual.

#### ***4.06. Fees Payment Deadlines, Penalties and Refunds***

1. The students shall be required to pay tuition and functional fees in accordance with the deadlines prescribed in the fourth schedule of this Manual.
2. Failure to pay fees by the students within the prescribed deadlines shall attract penalties as prescribed in the fourth schedule of this Manual.
3. Any student who fails to meet his/her fees payment obligations with the University on time, the student will not be refunded the portion of a paid fees.
4. Refund of any fees shall be made to student following the University fees policy.
5. Students who pay fees in excess of the amounts they are supposed to pay to the University shall only be refunded such excess fees after completion of his/her course of study or after satisfactory evidence of withdrawal from the University as provided in the Joining Instructions.

#### ***4.09. Registration of Students***

1. Students shall enrol on the Academic Management Information System (ACMIS) at the beginning of every Semester.
2. First year Students shall register with the office of the Academic Registrar for semester one on payment of all University fees.
3. No student shall be registered by the Office of the Academic Registrar, unless the student has paid all University fees.
4. Students who are not registered due to non-payment of University fees shall not be allowed to access University services including but not limited to the Library, medical, accommodation, lectures, academic assessment tests and assignments, examinations and other services.

#### ***4.10 Taking of Examinations by Students***

1. No students shall be allowed to sit any examination(s) without completing all the University fees.
2. The office of the Academic Registrar shall work closely with the offices of University Bursar, Faculty/School Deans, and Heads of Academic Departments to ensure that no student is allowed to take examination (s) without full payment of University fees.
3. The Faculty/School Deans and Heads of Academic Departments, Examination Supervisors and Invigilators and Scouts shall ensure that no student is allowed to sit an examination unless such a student has provided evidence of full payment of all University fees.

#### ***4.12. Prompt Actions for Recovery of Revenues***

1. The University Bursar and/or heads of revenue collection units shall ensure that prompt reminders are sent to students or other debtors when revenue becomes overdue.
2. If a reminder for payment of non-academic fees or other revenue fails to yield positive results within 30 days, legal proceedings shall be instituted or the relevant services shall be denied or both.

#### ***4.13. Revenue Bad Debts***

1. The University Council shall be the final authority to recommend "writing off" unrecovered revenue debts to the Secretary to the Treasury. In case the bad debt is paid, it shall be recognized as University revenue.
2. The University Secretary shall provide satisfactory explanation to the University Council and to the Secretary to the Treasury as to why he/she thinks the revenue for which a waiver is being sought is irrecoverable and the steps he/she has taken to recover the said revenue in vain.
3. A bad debt shall be considered written off after obtaining confirmation of Parliamentary approval as provided in the Treasury Instructions.

#### ***4.14. Management of Funds from Development Partners***

1. If the University receives funds from Development Partners, the University shall ensure that those funds are spent solely on the objectives and activities specified in the Agreements or MOUs between the Development Partner and the Central Government on behalf of the University or between the Development Partner and the University itself as the case may be. Necessary approvals shall be obtained in accordance with the Treasury Instructions.
2. Development Partners' funds shall be treated according to the conditions attached to them as agreed upon between the parties, and without prejudice to the foregoing:-
  - a) Unconditional grants shall be integrated into the University revenue and utilized as part of the general University fund.
  - b) The conditional grants from Development Partners' shall be managed separately from the general University funds and utilised according to the agreed upon terms and conditions
3. The rules of virement, re-allocation and supplementary estimates as specified in this manual shall not apply to donor grants except where expressly authorized by the donor or is expressed in the grant agreement with the relevant Development Partners.
4. The University shall make progress reports on how donor funds are utilised and regular financial statements shall be submitted on a periodic basis in accordance with the agreement entered into with the Development Partner.
5. Reports made for Funds from Development Partners shall indicate facts and figures relating to specific funded activities and achievements.

#### ***4.15. Revenue Recognition***

The purpose of the revenue recognition is to prescribe the accounting treatment for revenue arising from certain types of transactions and events.

Revenue shall be measured at the fair value of the consideration received or receivable. This shall be in conformity to the policy issued by the Accountant General. This shall be to ensure consistency with Generally Accepted Accounting Principles and to provide guidance to support consistent application of the policy.

1. The Revenue Recognition treatment herein shall govern both conditional and unconditional funds and revenues. Conditional funds or revenues refer to those revenues, funds or grants given to the University with conditions, rules or restrictions attached to their receipt, banking, custody, utilization and/or accountability.
2. Conditional revenues, funds or grants shall be utilized, recognized, utilized and accounted for in accordance with the conditions, guidelines or restrictions set on them in the grant agreement.
3. This Revenue Recognition procedure is intended for the following categories of revenue: Government subvention, student fees; sales of services and products; grants, contracts, gifts and bequests, income from investments, rental income and miscellaneous income.
4. The office of the University Bursar shall be responsible for the administration of this procedure and may make guidelines to comply with generally acceptable accounting procedures or as may be directed by the Accountant General.
5. The recognition of the various revenues in the books of accounts shall be carried out as follows:
  - (a) **Government subvention** shall be recorded in the University books of accounts when a cash limit has been issued and warranted by the Secretary to the Treasury.
  - (b) **Students' fees** shall be recognized when the collectable fees can be reasonably estimated and recoverable.
  - (c) **Any unpaid students' fees** shall be recognized as arrears of fees or revenues receivable if they can be reasonably estimated
  - (d) **Sales of services and products** shall be recognized as revenue at point of sale or when the service has been provided
  - (e) **Grants** from donors shall be recognized as revenue when cash is received. The fund accounts to be used can be determined as follows:
    - (i) Unconditional grants shall be recorded as revenue for the University general funds account.
    - (ii) All conditional grants will be recorded as revenue of the appropriate restricted fund account.

- (f) **Contracts** revenue shall be recorded as revenue when the service or contract activity is performed, provided that at the time of performance ultimate collection can be reliably estimated and future economic benefits are expected to accrue to the University.
  - (g) **Gifts and Bequests** shall be recognized in the period they are received. Gifts-in-kind shall be recorded at their fair market value on the date of receipt or at nominal value when fair market value cannot be reasonably determined.
  - (h) **Pledges** from fund-raising and other donations shall not be recognized until receipt of cash or other assets.
  - (i) **Investment Income** shall be recognized if it can be reliably measured and collectability is reasonably assured.
  - (j) **Rental Income**, shall be recognized if the amount to be received can be reasonably estimated and collection is reasonably assured:
  - (k) **Sundry Income** shall be recognized, if collection is reasonably assured.
6. University Bursar shall provide details of students who will not have completed fees (student debtors) to Academic Registrar who will ensure that all student debtors do not take the examinations.

## **CHAPTER 5: PAYMENT PROCEDURES AND SYSTEMS**

### ***5.01. Authority and Responsibility for Payments.***

1. The Accounting Officer shall have the ultimate mandate and responsibility for expenditure of all public funds in the University in accordance with the approved budget and shall put in place efficient mechanisms for their efficient utilization and accountability.

### ***5.02. Modes of Payment by the University***

1. All payments of the University funds appropriated by Parliament shall be through the Government of Uganda Treasury Account operated by Bank of Uganda. All recipients of University funds shall be required to obtain Supplier Numbers allocated on the Integrated Financial Management System.
2. Payment of the University funds from other sources on any of the University bank accounts opened and operated by the University Council shall be in any of the following:
  - a) Cheques
  - b) Electronic Funds Transfer (EFT),
  - c) Telegraphic Transfers (TT)
  - d) Real Time Gross Transfers (RTGS)
  - e) Or any other modes of payment approved by Bank of Uganda.
3. All payments shall be made through bank accounts provided in writing by the University suppliers, staff, creditors or payees.
4. The University Bursar shall maintain proper records and ensure security of all payments made out by the University.
5. Payments to Contractors and Suppliers arising from the issue of authorized Contract Certificates and Purchase Orders shall be made by a crossed cheque or electronic bank transfer.
6. Petty cash payments to any Academic or Administrative Unit may be made to imprest holders only for small purchases not exceeding the amount determined by the Accounting Officer from time to time

7. Payments to Contractors, Supplier and Service Providers shall be in the exact name as submitted and agreed upon in the contract documents for the services, works or goods delivered/supplied.
8. The Accounting Officer shall verify to ensure that the procurement contracts are awarded and signed with legal entities to which payments for goods, works and services will be made.
9. The Procurement and Disposal Unit shall take responsibility for verification of the authenticity of the names of the Suppliers, Contractors and Service Providers to which contracts are awarded.

***5.03. Payment Processes and Procedures***

1. The Payment system shall have such strong controls in place to minimise risks without constraining the efficient delivery of services/outputs.
2. The payment system shall ensure that it is efficient and shall eliminate redundant activities and controls. The relevant offices shall play important roles in the internal checks system to ensure that the payment system is secure and free of risks.
3. The following procures shall apply in the payment processes:
  - a) Pre-payment checks shall be conducted s for the purpose of promoting efficiency in the payment processes.
  - b) All payment claims shall be authorized by the University Secretary or his/her authorized representative.
  - c) The Internal Audit department shall carry out post audit of the payments using risk based or systems approach depending on the strength of internal controls.
  - d) Work plans and procurement plans to support the requisitions.
  - e) Incorporated as part of the roles of Top Management
4. The University Secretary shall cause an investigation or inquiry into any payments or any financial transactions that may, according to his/her judgement, seem irregular or suspicious of causing a financial loss to the University.

5. For the purpose of ensuring strong and efficient payment systems, the flow of the payment system shall be guided by the process described in the fifth schedule.

#### ***5.04. Payment Documentation***

1. All requisitions for payments shall be addressed to the Accounting Officer for approval by or through the relevant account holders.
2. No payment of public funds shall be authorized unless the funds have been duly Requisitioned/applied for by the relevant users, suppliers, creditors, beneficiaries or their authorized representatives and approved by the Accounting Officer.
3. All requisitions or applications for payment of public funds shall be fully supported by the relevant documentation or evidence including but not limited to funds requisition letters, Supplier invoices, goods received note, and delivery notes for approval by the Accounting Officer or his/her delegated representative.
4. No payment of funds shall be made unless the payment voucher is duly processed.
5. Expenditure shall be properly charged to the account of a given year and vote / budget line.
6. All approved payment requests not cleared in the year in which they are accrued shall be classified as arrears.
7. All requisitions for payment shall give the necessary details of the payment particulars including;
  - a) The intended objective, activity and output for which the funds are requested,
  - b) The computation details of the amount requested,
  - c) And the justification for the requested payment.
8. All paid vouchers, requisition letters, invoices, local purchase orders and all attached documentation shall be marked/ stamped with the word **“PAID”** in bold, and visible capital letters and shall be signed by the paying cashier indicating the date the payment was made. The word **PAID** shall be an indicator that the payment voucher is dully paid and should be filed in the specified store archives.

#### ***5.05. Recording of the Transactions in the Books of Accounts.***

1. The recording of University transactions shall be processed and maintained on the Government of Uganda IFMS as per the guidelines issued by the Accountant General from time to time.

2. The recording of transaction relating to project accounts and related transactions shall be posted in the cash books and ledgers within a period not exceeding 3 working days from the date the payment is fully executed.
3. The date of payment of any amount shall be the date when the Accounting Officer has endorsed on the payment voucher.
4. Reversal of any payment or revenue or any other transaction record in the books of accounts shall be authorized by the University Bursar.

***5.06. Payment and Accountability of Advances***

1. Payment of a recoverable salary advance to a University employee shall only be accounted for by recovery of the money from the subsequent salaries or from any other monies due to the employee by the University.
2. Administrative advances to the University employees, students or other officials shall be authorised by the University Secretary and shall be accounted for within two months (60 days) of receipt of the money.
3. An employee, who receives administrative advance, shall within two months of the date of receipt account for the money in accordance to the Public Financial Management Act 2015.
4. The Accounting Officer shall recover from any staff who may not have accounted for the funds as specified above after the second month.
5. An officer responsible for recovery of administrative advances and salary advances shall be assigned by the University Bursar charged with the responsibility of producing monthly reports on advances and forwarded to the Accounting Officer.
6. Any employee or other official, who receives an administrative advance which, due to unavoidable circumstances, cannot be accounted for within two months of receipt of the advance, shall apply to the Accounting Officer, in writing, for extension of the accountability period, with justified reasons.
7. The accounting officer shall, after consideration of the reasons given in sub regulation 5.04(4) above, grant, vary or reject the accountability period applied for in writing to the applicant employee.
8. The accountability period granted, varied or rejected by the accounting officer in sub-regulation 5.04(5) shall be final and shall be complied with accordingly by the affected official or employee.

9. No advances shall be paid to non-salaried members of the University except in accordance with sub sub-regulation 5.04 (8) above. Notwithstanding this, the Accounting Officer may authorise payment of administrative advance for specialized activities and emergencies that may threaten the normal functioning of the University.
10. The accounting officer shall not authorise any advance to a University employee or official who has another outstanding administrative advance for any of the current or previous periods.
11. The Accounting Officer may authorise payment of an advance to a contracted person or organisation for the purchase of works, goods or services against a valid bank guarantee or in accordance with the provisions of the Public Procurement and Disposal of Public Assets (PPDA) Regulations.
12. Under no circumstances, shall an administrative advance for one activity be utilized to fund another activity unless authorized by the Accounting Officer in writing.

***5.07. Accountability for Funds and Other Resources.***

1. In accordance with article 164 of the Constitution, all public officers are personally and pecuniary responsible for the due performance of the financial duties of their offices, for the proper collection and custody of all public monies, stores, and assets receivable by them or under their authority.
2. If any University officer fails to satisfactorily account for funds or to produce any part of cash, stores or other assets of value entrusted to him or her, the Accounting Officer may require him or her to make good the deficiency, which may be deducted from any monies due to him or her from the University in addition to other disciplinary actions.
3. University staffs to which cash, stores or other items of value are jointly entrusted, such as the holders of keys of strong-rooms, safes and cash boxes, may be required to make good any deficiency jointly and or severally.
4. The University shall provide adequate security to staff who are constantly in possession of or keep custody of University Money, especially those staff in the University cash office.

5. Any staff or official of the University who receives money or other resources to carry out a duty or activity must account for such monies or other resources within two months to the full satisfaction of the Accounting Officer.
6. Where the University staff or official cannot account for the monies or other resources advanced to him or her due to the lengthy nature of activity or due to any other circumstances, the staff or official shall apply to the Accounting Officer for extension of the period of accountability for the advanced monies or other resources
7. The Accounting Officer may accept or reject the application for extension of accountability period with or without conditions.
8. The application for extension of such an accountability period shall be construed to have rejected if no acceptance is issued by the Accounting Officer within one month of receipt of the application.
9. The Accounting Officer may, at his/her own discretion, delegate the accountability function to his/her deputy, the University Bursar, heads of administrative departments or Faculty/School Deans or any other senior staff of the University in order to enhance the efficiency of the accountability function in the University.

***5.08. Appointment of Vote Holders.***

1. The Accounting Officer shall appoint Vote holders, every year after the approval of the budget estimates, who may be the heads of administrative department or Faculty/School Deans or heads of Section/Unit or project coordinators or managers or heads of Units responsible for the budget votes within the approved estimates.
2. The Vote holders in sub-regulation 5.05(1) above shall ensure that no expenditure is incurred except if it falls within the authorized activities and amounts of the approved budget estimates.

***5.09. Vote book/ Cost Centre Control***

1. Each account holder shall, through the relevant Accountant, maintain a vote book/ cost centre control to record commitments and expenditure on all votes under his or her control.
2. The vote book shall represent the department's comprehensive and up-to-date record of provisions authorized by the approved estimates or by official warrants, as amended by authorized virement, re-allocations and supplementary estimates.

3. A record shall be kept in the vote book of the commitment of funds when local purchase orders, contract certificates and payment vouchers are raised, and their ultimate disbursement when payments have been made.
4. In a computerized environment, the vote books may be automatically kept and controlled by the system but monthly print outs showing the performance of the budget items shall be submitted to the account holder for noting and monitoring of the vote performance.

#### ***5.10. Registration of Specimen Signatures***

1. All signatories to financial instruments such as cheques, promissory notes, payment vouchers and supporting financial documents, including local purchase orders, receipts, petty cash vouchers, contract certificates shall register their specimen signatures with the Accounting Officer, the University Bursar and the Chief Internal Auditor and shall notify them of any cancellation or change of the authority.
2. A member of the University Council, other than a full time employee, shall not be a signatory to any University's financial document, including cheques, promissory notes or any other financing document.
3. The Accounting Officer shall avail copies of all specimen signatures to Faculty Deans, Heads of Administrative departments and require them to satisfy themselves by scrutiny and comparison that signatures on financial documents such as vouchers and cheques match the specimens and in case of doubt, payment procedures shall be delayed until satisfaction is met.
4. Files containing copies of specimen signatures shall at all times be available for the use of the Chief Internal Auditor, the Auditor General and all other authorized officials in the performance of their duties.

#### ***5.11. General and Special Imprest***

1. Where it is necessary for an officer to be issued with official cash funds for disbursement on University purposes for which the normal pre-authorization procedures cannot apply, he or she shall be issued with an imprest.
2. "General imprest" shall be issued on a regular basis to an administrative department officer for the purpose of regular petty cash payments of the faculty or administrative department concerned.

3. A “special imprest” shall be issued to a Senior Officer of the University for a specific purpose and time, for example, for the duration of a project, official function or visit.

#### ***5.12. Imprest Management and Custody***

1. An imprest holder will be responsible for the management, security and accountability of the imprest cash float.
2. The imprest holder shall be responsible for full accountability of the funds under his/her control. The Chief Internal Auditor shall audit all imprests to verify the accountability of imprest funds.
3. Each imprest holder shall be responsible for the full amount of his or her imprest until it has been properly retired and any disbursements from his or her imprest shall be made against properly certified imprest cash vouchers with supporting documents and entered in his or her imprest cash book.

#### ***5.13. Replenishment and Retirement of Imprests***

1. Replenishment of an imprest shall require the balancing of the cash book and completion of a payment voucher summarizing all transactions and vote codes and submitting them to the University Secretary with all supporting documents.
2. All imprests shall be retired or accounted for on or before the date specified on the imprest payment warrants or within two months of receipt of the money by the imprest holder.
3. Internal Audit department shall verify accountabilities for all imprests and advances. A clearance certificate shall be issued confirming acceptance of the accountability submitted by the staff.
4. Imprest holders who, for some justifiable reasons, cannot account their imprests within the specified period or within two months shall apply for extension of the accountability period to the Accounting Officer whose decision the accountability extension shall be complied with.
5. Imprests shall be repaid to the University, when no longer required or when found to be excessive, by depositing the money on the relevant bank account and submitting banking evidence and a copy of a receipt in the accountability documents.

6. Officers who have not retired imprests by the set deadlines shall refund the money and shall not receive additional imprest until the previous imprests are accounted for.
7. Any employee or other official of the University, who consistently fails to account for two advances or imprest funds within a financial year without acceptable reasons to the Accounting Officer, this shall be cause for disciplinary action and shall not be allowed any other advance in future.

***5.14. Payment of Salaries and Wages.***

1. The Directorate of Human Resources shall be responsible for the preparation of budget estimates for the University officers / employees' salaries, top-up, recruitment, retirement packages, headship and any other centrally managed staff payments or allowances.
2. Payment of salaries and wages shall be the first charge on University funds and all employees shall be paid monthly salaries and wages on time.
3. All Salaries, wages and monthly allowances of the University staff shall be due and payable from the 20th day of each month but arrangements may be made to effect earlier payment, particularly at times of public holidays.
4. The Directorate of Human Resources shall be responsible for the maintenance of a staff establishment register with a record of full personal details and rates of pay of all established staff in the administrative departments and faculties.
5. The staff establishment register shall be kept up-to-date in accordance with the approved University staff structure, to agree with the personnel records, pay records and the nominal payrolls upon which the approved budget estimates are based.
6. At the end of each month, a Faculty Dean or Head of Administrative department shall make a return to the Director of Human Resources indicating the number of employees and grades and any details of those who have resigned, died or absconded from duty.
7. The human resources department/ directorate shall design an appropriate reporting form for submission of the monthly human resources report.
8. The officers in charge of processing salaries or payrolls shall ensure that only appointed staff who appear on duty, are the only ones on the payrolls for the purpose of salary payments for each month.

9. The Director of Human Resources shall swiftly communicate to the Accounting Officer with a copy to the University Bursar with clear instructions for action, any absconded, dead, dismissed or terminated staff for the purpose of adjustment of the payroll, with a copy to the salary section.

***5.15. Payment of Gratuity, Allowances and Other Benefits.***

1. Payment of gratuity shall be a first charge after salaries, wages and allowances on the University funds.
2. The Director of Human Resources shall initiate and ensure that gratuity for Permanent Staff is paid to the retiring staff within six months after effective retirement from the service of the University. Check employment act
3. The Director Human Resources shall ensure that gratuity for Contract Staff is paid on an annual basis.
4. No Permanent staff who has retired has ended shall be paid any retirement benefits including gratuity until official handover of the office and the University property.
5. No Contract Staff whose contract has ended shall be paid his/her final year gratuity until handover of office and the University property.
6. Any retired University officer /staff/ employee who is indebted to the University and does not hand over the University property after retirement, the Accounting Officer , Director of Human Resources and the University Bursar shall ensure full recovery of all outstanding dues from his/her retirement benefit to the affected staff.
7. The University shall ensure that monthly allowances including top-up allowances, part-time teaching allowances, caretaker allowances and acting allowances. The University shall ensure that allowances are adequately budgeted for every year.
8. The Top-Up allowance, headship allowance and other salary based allowances shall be due and payable by the 20<sup>th</sup> day of each month.
9. The Faculty/School Deans and Heads of Academic Departments shall ensure that there is a register where all part time staff shall register their daily attendance.
10. Part-time teaching allowances shall be paid latest by the end of the subsequent month based on Part time staff attendance registers.

## **CHAPTER 6: ACCOUNTING AND FINANCIAL REPORTING**

### ***6.01. Accounting Policy and Chart of Accounts***

1. The University shall apply the basis of accounting as advised by Accountant General for all funds appropriated in the University Budget by Parliament. While donor/project funds shall be treated on a cash basis.
2. The University shall, comply with the accounting policy and chart of accounts issued by the Accountant General as prescribed by the Public Finance Management Act of 2015

### ***6.02. Accounting Systems and Procedures***

1. The accounting procedures, methods, forms, format, records and other requirements to be used by University shall be as set out by the Accountant General in accordance with the Public Finance Management Act 2015, Public Finance Management Regulations 2016 and the Treasury Instructions 2017.
2. An accounting system or policy or basis shall not be introduced or a change made in the existing system or policy unless the system or change has been approved by the Accountant General and/or the University Council.
3. In order to comply with the required accounting systems, the properties and assets of the University, shall be properly registered, titles issued and valued and that requirement shall apply to both movable and immovable properties and assets.

### ***6.03. Financial Management records of the University***

1. The University shall maintain and produce the following financial records for all Commercial Bank Accounts on a monthly basis:
  - (a) Cash books;
  - (b) Journals;
  - (c) General and/or subsidiary ledgers;
  - (d) Stores ledgers or registers
  - (e) Asset registers;
  - (f) Bank reconciliation statements

2. The above financial records shall be kept and maintained in a format that is in accordance with standard financial management practices approved by the Accountant General.
3. The accounting records stated in guideline 6.03(1) above shall be supervised and verified for correctness on a monthly basis by a senior staff of the department of finance.
4. No payment shall be valid unless such a payment has been claimed by a right person and is supported by a fully approved/authorized payment voucher, with all the necessary documentary attachments in support of the justification for the payment.

#### ***6.04. Security of Accounting Records***

1. The accounting records shall be kept in strong rooms and securely locked buildings when not in use.
2. No accounting record shall be removed from the room of safe custody except on authority of the University Bursar. Accounting records may be removed from the room of safe custody for any of the following purposes: auditing, investigation or for production in court. In each case an official acknowledgement shall be obtained and filed by the officer in charge of the accounting records.
3. Auditors, investigators and inspectors shall be given proper facilities to enable them to carry out their audits, investigations and inspections without having to remove principal financial records from university premises.

#### ***6.05. Retention and Destruction of Accounting Records***

The originals and copies of vouchers and used receipt books may be destroyed in accordance with the Archives/ retention of records policy as approved by the University Council and or Government of Uganda.

#### ***6.06. Foreign Exchange Transactions***

1. The University shall open and maintain a foreign exchange account for the most commonly used foreign currency.
2. Foreign exchange shall be kept on the foreign exchange account from which all foreign exchange payments will be made to minimize currency exchange losses.

3. Expenditure in foreign exchange currency spent from the foreign exchange account shall be charged (in local currency at the ruling exchange rate) on relevant faculty or administrative department for which the relevant expenditure is made.
4. The University shall translate all foreign exchange transactions into Uganda shillings for reporting purposes using the following principles:
  - a. Assets and liabilities shall be translated at the closing rate which will be the date of the financial statement.
  - b. Income and expenses shall be translated at the ruling exchange rates at the dates of the transactions.
5. All resulting exchange differences shall be recognised in the income and expenditure statements.

#### ***6.07. Accounts of the University***

1. The University shall keep proper books of accounts and other relevant records and shall balance its accounts for that year and produce statements of final accounts within two months from the end of each financial year in accordance with the Public Financial Management Act 2015 and the Universities and Other Tertiary Institutions Act 2001.
2. The form, format, notes and schedules to the accounts and statutory financial reports shall be as prescribed by the Accountant General in accordance with the Public Finance Management Act 2015.

#### ***6.08. Disclosure Policy in the Financial Statements***

1. The University financial statements shall be prepared in an accountable and transparent manner by providing full disclosure of the figures or other events in the financial statements.
2. The principle of disclosure shall be by providing adequate notes and schedules that explain the amounts of transactions, cash, assets, liabilities or events indicated in the financial statements.

**6.09. Annual Closure of Accounts.**

1. The University shall make an annual closure of accounts to create a cut off point for revenues and expenditures as a control measure for disclosure of payables, arrears and receivables in the final accounts.
  - a) The annual closure of accounts shall include the following, among other matters:
  - b) Boards of surveys for stores and cash;
  - c) Journalising any late submitted accounting entries;
  - d) Balancing all below-the-line ledgers and control accounts;
  - e) Setting 30<sup>th</sup> June of every year as the deadline for retirement of all imprests and advances;
  - f) Receiving and reconciliation of all project accounting records;
  - g) Balancing and reconciliation of all University's accounts.
  - h) Developing a trial balance for the University using the government Chart of Accounts as provided by the Accountant General.
  - i) Collection of certificates of balances on all bank accounts from the bankers

**6.10. Audit of Accounts**

1. The Accounting Officer shall submit the accounts prepared by the University Bursar in accordance with the format approved by the Accountant General to the Auditor General within two months after the closure of the financial year in accordance with the PFMA 2015.
2. The Accounting Officer, with the technical support of the University Bursar, shall ensure that all relevant documents supporting the submitted accounts are provided to the Auditor General to facilitate the audit.
3. The Auditor General shall audit and deliver to the University Council a copy of the audited accounts together with the report on the accounts not later than three months from the date of receipt of the final accounts by the Auditor General.
4. The Audit Committee of Council shall review/examine and follow up implementation of the Auditor General's findings and report to the University Council.

## **CHAPTER 7: TREASURY MANAGEMENT**

### ***7.01. Opening of Bank Accounts***

1. All University bank accounts shall be opened by the University Council with the approval of the Accountant General and operated by the Accounting Officer, the University Bursar and any other approved University official.
2. Whenever a need arises to open a University bank account, the officer concerned shall apply in writing to the Accounting Officer, stating the title of the bank account, the bank where the account is to be opened, the purpose for which it is required and the proposed signatories to operate the account.
3. When the opening of the bank account is authorised by the Accountant General, the Accounting Officer shall notify the branch of the bank concerned to open the bank account, giving the type and title of the bank account to be opened and the relevant signatories.
4. The Accounting Officer shall make all necessary arrangements with the bank for the supply of specimen signatures and other requirements.
5. All authorized signatories of University bank accounts shall register their specimen signatures with the Accounting Officer, the University Bursar and the Chief Internal Auditor.
6. The /Accounting Officer shall inform the University Council of any bank accounts opened and closed within one month.
7. Every University bank account shall only be opened in the official designation of the University at the request of the Accounting Officer

### ***7.02. Management of Bank Accounts***

1. All University bank accounts shall be operated by the Accounting Officer, the University Bursar and the relevant account holders appointed by the Accounting Officer. Alternate or additional signatories may be appointed with such limitations or conditions as may be deemed necessary by the Accounting Officer.
2. Project accounts shall have the Project Coordinators/Managers appointed as mandatory signatories to the respective bank accounts.

3. However, the Top Management Committee may, on submission of the Accounting Officer, approve signatories other than those mentioned above where circumstances demand such a decision.
4. At the close of each financial year, the University Secretary shall provide the Auditor General with a list of all University bank accounts opened, closed and in operation at any time during that financial year and accounts closed during the course of the financial year to facilitate the auditing exercise.
5. All periodic financial reports and bank reconciliations shall be forwarded to Accounting Officer who shall forward them to Management for further consideration.

### ***7.03. Bank Reconciliations***

1. The University Bursar shall, through the relevant staff in finance department, reconcile the cash books with the bank statements once a month and a reconciliation statement showing all reconciling items between the cash book and the bank.
2. Bank reconciliation statements shall be prepared in an approved format and entered in the cash book and shall be certified as correct by the University Bursar or his/her appointed representative within 10 (Ten) days after the end of each month.
3. All un-presented or un-cleared cheques shall be disclosed in the Bank Reconciliation Statement every month for a maximum period of six months from the date of drawing of the cheque.
4. All the account holders shall be availed with the monthly reconciliations by the University Bursar.
5. After six months of un-presented or un-cleared cheques, the Accounting Officer shall write to stop the bank from honouring those cheques. Thereafter, the transactions affected by the said cheques shall be reversed in the accounts.

#### ***7.04. Investments***

1. The University may, with authority of the University Council, invest funds in profitable investment.
2. Any particular investment made by the University shall be approved by the University Council and the Accountant General after a convincing feasibility and profitability analysis.
3. An investment register by the University Bursar shall be maintained showing details of each investment and interest or profit on all investments in accordance with an approved format.
4. Management shall submit quarterly progress reports on the investments undertaken by the University.
5. Any proceeds from the University investments shall be treated as one of the sources of University revenue.

#### ***7.05. Borrowing of Funds***

1. The University Council may, subject to section 60 of the Universities and Other Tertiary Institutional Act, 2001 and Public Financial Management Act 2015 borrow funds required for meeting its obligations and for carrying out its functions.
2. The University Council may borrow temporarily, by way of overdraft or otherwise, sums of money to be paid within a short period for any urgent requirements in the discharge of its functions.
3. The Minister responsible for finance in consultation with the Minister responsible for education may, from time to time, prescribe the maximum sum that may be borrowed in respect of the different votes of expenditure of the Public University.
4. The borrowed funds shall be utilised for purposes for which they are intended and separate loan accounts shall be opened for that purpose.
5. The Accounting Officer shall make quarterly progress reports on utilization of the loan funds to the University Council.
6. The provisions for the loans agreement relating to principal repayment and interest payments must be adhered to in order to avoid litigations or attachment of University property.
7. The University shall only be authorized to borrow funds after assurance to the University Council that repayments shall be met without default and that salaries of

employees, as well as other statutory obligations shall not be affected by the loan repayments.

8. Overdraft shall be obtained by the University only if there are no funds available in any of the University accounts.
9. Management shall ensure that the terms and conditions of the overdraft are adhered to in order to avoid litigations, surcharges or attachment of the University assets.

#### ***7.06. Acceptable Payment Methods***

1. The only forms of payments for University services shall be by, Electronic Funds Transfer (EFT) and Telegraphic transfers.
2. Personal cheques from students, their parents or guardians and from other stakeholders/clients of the University as forms of payment of University fees shall not be acceptable.
3. The Accountant in charge of University bank account(s) shall maintain records of all EFT and TT payments as and when the transactions occur.

#### ***7.07. Cash Management***

1. All activities involving the handling and management of cash transactions shall be operated unto the Electronic Cash Platform where monies are transferred to individual bank accounts or mobile telephone numbers.
2. Cash handling shall cover a variety of financial management activities, including petty cash management, disbursement, administrative advances, expenditure, reconciliation and accountability.

#### ***7.08. Responsibility for Safe Custody of Public Monies and Other Assets***

Every staff of the University, who is in custody of any University assets such as monies, stores, land and buildings or other assets, shall be accountable for their safety and protection and for any loss arising there from.

### ***7.10. Security of Valuables***

All staff of the University who hold public money, documents and books of account, shall personally ensure their safe custody and take adequate steps to ensure their protection, handling, security and banking, as set out in this manual or any other instructions.

### ***7.11. Safes and Keys***

1. The University shall ensure that all staff in charge of valuable assets or documents are availed safes and keys for the security of such money and valuable assets or documents in their possession.
2. The office of the University Bursar shall keep a register of safes and keys clearly showing the location of each and the relevant staff responsible.
3. Any staff who, holds the original key to a safe shall be personally responsible for its safe custody and must remain present when the facility is opened or locked where double locking with separate keys exists.
4. It shall be the responsibility of the staff handing over a key to ensure that his or her successor is informed, in writing, of the identity of any other key-holders and the location of the duplicate keys.
5. University staff are prohibited from keeping private money or other private effects in University strong rooms and safes. Any personal assets or revenue found in any container of the University shall be considered University assets or revenue.

## **CHAPTER 8: MANAGEMENT OF STORES**

### ***8.01. Management of Stores and Assets***

1. The University Bursar shall, in consultation with the Faculty/School Deans and Heads of Academic and administrative departments, exercise general supervision over all stores maintained by the University.
2. The Faculty/School Deans and Heads of administrative department shall be directly responsible for the safety and security of all stores maintained in their faculties and administrative departments.
3. In the execution of his/her control over stores, the University Bursar shall cause the appointment, capacity development and deployment of competent stores control officers and storekeepers.
4. Donor project stores and assets shall be managed in accordance with conditions set down for the project or as prescribed by donor for the project store and assets.
5. The University officer/ employee assigned to the Stores section shall maintain proper records in the management of Stores and Assets of the University.
6. The University Officer/employee assigned to the Stores Section shall obtain inventory reports from Faculties/Department for all stores allocated and shall provide a report to the University Bursar on the status of consumption of stores in all Faculties/Departments under his/her control.

### ***8.02. Stores Control Arrangements***

1. The Faculty/School Deans or Heads of Academic/administrative departments shall consult with the University Bursar at intervals of not more than four (4) months on the economy and efficiency of their ordering, storage and accounting arrangements for stores and other assets and the consultations shall determine which methods and control procedures shall be most appropriate for stores and other assets.
2. The officer in charge of the stores shall ensure that the management and control procedures for stores and other assets are complied with at all times.
3. The Officer in charge of Assets shall be responsible for ensuring that all assets and items of the University such as; heavy plant; light plant; working equipment; loose tools and inventories at all premises are in the assets register and are coded.

4. All assets, stores and other items shall not be issued from their storage without an authorized issue voucher or system as may be required.

### ***8.03. Stores Supervisors***

1. There shall be a Stores Section for the University to ensure efficient management of stores.
2. The Accounting Officer shall ensure appointment of competent, qualified and experienced staff in Stores management.
3. The stores supervisors shall ensure that all accounts and procedures in respect of the stores in his or her charge are operating efficiently and effectively at all times, and that the storekeepers are carrying out their duties properly.
4. The stores supervisors shall liaise with and report to the University Bursar to ensure that the section's stores ledgers are balanced with the stores control

### ***8.04. Inventories***

1. Inventories shall be held for use in the provision of services and shall include consumable stores, maintenance materials, stock piles, spare parts, work in progress (e.g. educational/training course materials).
2. The Faculty/School Deans and heads of administrative departments shall responsible for the requisitioning and safe custody of inventories under their votes.
3. All procurement of inventories shall be done in accordance with guidelines issued by the Public Procurement and Disposal of Public Assets Authority.
4. Every staff or officer of the University shall be personally and pecuniary responsible for the University property under his or her control or in his or her custody.

### ***8.05. Inspection***

1. The University Bursar shall coordinate with Faculty/School Deans and Heads of administrative department to ensure that half year stocktaking is done and that the balances of the recorded inventories physically exist.
2. The stock taking reports shall always highlight the challenges facing the stores systems and give concrete recommendations on the sufficiency of the storage control systems and on the general condition of inventories and storage facilities.

3. The office of the Chief Internal Auditor shall from time to time review the implementation of the guidelines relating to stores management in this manual to the Audit Committee for consideration.

***8.06. Checks by Storekeeper***

1. A storekeeper shall be personally responsible through his or her immediate supervisor to the University Bursar for:-
  - a) The checking, handling and proper storage of all inventories received into his or her store;
  - b) The checking, packing and dispatch of all inventories issued from his or her store;
  - c) The correctness of his or her stock balances; and
  - d) The loss, shortage, leakage, damage, deterioration or waste of any inventories in his or her charge.
2. The Storekeeper shall ensure the correctness of stock balances in the stores ledgers and bin (or tally) cards by systematic stock checking, covering the whole store at least twice a year.
3. The Storekeeper shall ensure that his or her storerooms are kept clean and properly ventilated and that his or her inventories are well arranged and easily accessible.
4. The Storekeeper will visit the storeroom daily and must bring to the notice in writing of his or her supervisor any case of loss, leakage, security, damage or deterioration, unserviceable or obsolete stock of the inventories for which he or she is responsible.
5. The Storekeeper shall examine frequently all locks of doors, fastenings of windows and other security precautions.
6. The storekeeper shall not permit the storeroom to remain open for any purpose during his or her absence nor may he or she delegate the duty of locking-up the storerooms to any other person.
7. The storekeeper shall not permit anyone to enter the storeroom except in his or her presence.
8. The storekeeper shall not allow any inventories to be removed from the store without his or her knowledge and without the production of a properly completed and authorised issue voucher.

### ***8.07. University Stores***

1. The University shall designate secured buildings to be used as stores buildings. The stores buildings shall be provided with security systems including burglar proof equipment, CCTV Cameras, water proof roofs and security guards to ensure secure custody of the stores.
2. University stores shall be stocked to an optimum level with consumable items for use and restricted to those consumable items required for use.
3. Stores procedures for efficient stores management shall be implemented for reasons of economy, efficiency and effectiveness.
4. The storekeepers and the User Departments shall ensure that the University does not run out of the stocks which are needed for everyday use of the University and shall ensure that new stock is requisitioned to avoid stock outs.
5. The Procurement and Disposal Unit shall ensure that there are efficient processes for quick procurement and delivery of such stores, materials, goods or assets.

### ***8.08. Centralisation of Stores***

1. Notwithstanding the provisions of this Manual all stores shall be centrally controlled by the office of the University Bursar and half year reports shall be made on all assets to the University Council.
2. The Stores Supervisor shall submit quarterly reports to the University Bursar on the status of stores in their faculties and administrative departments respectively.
3. The University Bursar shall consolidate the quarterly stores reports and submit them to the University Top Management for discussion by the end of the month preceding the end of the quarter.
4. Stores shall be part of the financial reports submitted to Council.

### ***8.09. Receiving Inventories into the Stores***

1. Storekeepers shall ensure that immediately on receipt, inventories are placed under shelter and safety.
2. Immediately on receipt, items of inventory will be examined by the storekeeper in the presence of Internal Audit, a technical person, the user of the inventory and the supplier. The three officers shall check the items received against receiving documents

(consignment note, delivery note, etc.) that all boxes, packages, etc. have been correctly delivered and that they are intact, unopened and undamaged.

3. Any box/package that shows signs of damage or of being tampered with shall be opened in the presence of the supplier and the contents checked.
4. Where goods are damaged or deficient, they should be rejected and immediately returned to the supplier. The returned goods shall be recorded in the Goods Returned Note if they had been officially received and recorded in the stores records.
5. It is essential that on receipt of a consignment, the receiving officers mentioned in two above shall append their names, title and signature on the Delivery Note signifying that the goods have been received in good order and a Goods Received Note is issued.
6. Any deficiencies noted, after the delivery and receipt of the goods or assets into the store is completed, must be communicated to the University Bursar, Accounting Officer and supplier immediately.
7. The package must contain a slip stating who checked together with the date of checking.

#### ***8.10. Board of Survey***

1. On the last day of the financial year or as soon as practicable, the Accountant General shall appoint an external Board of Survey to verify the status of all assets and properties and assess the security arrangements in place and other University establishments holding assets, or other items of value, as well as inspect and verify all goods on charge and belonging to the University.
2. On the last day of the financial year or as soon as practicable, the Accounting Officer shall appoint an Internal Board of Survey to verify the status of all assets and properties and assess the security arrangements in place and other University establishments holding assets, or other items of value, as well as inspect and verify all goods on charge and belonging to the University.
3. The Accounting Officer may appoint a Special Board of Survey to carry out a specific assignment as and when deemed necessary.

4. The Internal/ Special Board of Survey shall submit a report to the Accounting Officer on the status, stores, land, movable and immovable assets of the university with concrete recommendations for the action of the University.
5. The Board of Survey shall advice and recommend to the Accounting Officer any assets, stores or properties that need disposal by sale, destruction or removal.
6. The Board of survey shall value all stores, assets or other properties recommended for disposal.
7. The University Secretary shall after judicious assessment of the report of the Board of Survey on the assets, stores or properties recommended for disposal submit to the Contracts Committee for disposal.

## CHAPTER 9: MANAGEMENT OF NON-CURRENT ASSETS

### *9.01: University Non-Current Assets*

1. The University has a significant investment in its non-current assets. The Public Financial Management Act 2015 establishes the framework under which all government institutions must operate to ensure that their assets are properly managed and controlled.
2. A fixed asset for the purpose of this Manual (also known as a non-current asset) shall be any item of plant or equipment which has a life expectancy (i.e. usage period) of more than one year. Items with a life expectancy of one year or less shall be considered to be consumable items and not non-current assets.

### *9.02. Maintenance of Non-Current Assets Register*

1. The University shall maintain a non-current assets register within the Assets Management section of the University Bursar's Office. Non-current assets Register and the asset values shall be required to:
  - a) Provide information to faculties and administrative departments as to the assets under their control.
  - b) Provide information for management decision-making purposes.
  - c) Provide information for external reporting purposes.
2. The Asset Register shall list such details as description of the asset, its location, its cost, current value and its estimated useful life and residual value.
3. The assets of the University shall be classified under the following headings:
  - a) All land purchased, donated or held on trust shall be recorded indicating the mode of ownership and any encumbrances. Land acquired without cost shall be recorded at valuation (at the date of acquisition).
  - b) All buildings and other Infrastructure (with inclusions such as air-conditioning, electrical and plumbing installations, car parks, roads and underground services).
  - c) Library Collections (comprising books, manuscripts and tapes etc.)

- d) Works of Art (including paintings, sculptures and tapestries)
- e) Vehicles (including cars, buses and grounded vehicles)
- f) Printing Equipment (including printing machinery and photocopiers)
- g) Computing Equipment (including networking equipment, peripheral devices, computers and printers)
- h) Audio-Visual Equipment (including sound systems, televisions, projectors etc).
- i) Science Equipment (including all science and laboratory equipment)
- j) Other Equipment (includes all items not falling into the above categories).
- k) Precious Objects (includes items of historical significance)
- l) Buildings acquired under a financial lease arrangement
- m) Leasehold Improvements and changes
- n) Investment Property
- o) Non-current assets classified as held for sale.

### ***9.03. Recording of Assets in a Register***

1. All assets of the University must be engraved/labelled and registered centrally in the University Assets Register which shall be regularly updated.

All assets costing UGX 3,000,000 or over which have a useful life exceeding one years shall be recorded in the University central non-current assets register – This threshold may be reviewed from time to time by the University Council.

2. All assets which may be individually less than UGX 1,500,000 in value but which, are purchased in large quantities with consolidated value more than UGX 1,500,000 and are common in various parts of the University (such as students' furniture) shall be recorded as bulk value in the local assets register maintained by the individual faculties and administrative departments.
3. In addition, all Items assessed as being high risk from a theft viewpoint shall be recorded even if below the UGX1, 000,000 threshold e.g. portable and common use items such as hand drills, cameras and printers.
4. Assets below the value of UGX 1,000,000 may not be considered for recording in a non-current assets register if they are not common in huge quantities and are of low risk from the theft point of view.

5. The University shall install/use and operate assets management software for the purpose of managing its non-current assets register.
6. Non-current assets costing below UGX 1,500,000 shall be recorded in Departmental fixed asset registers maintained by the individual administrative departments and faculties.
7. Departmental asset registers shall contain sufficient information to enable positive identification of assets. As a minimum, the following details need to be recorded: a unique asset number, date of acquisition, cost at acquisition, description of the asset, serial number of the asset, location of the asset and the officer in charge of the asset.
8. A recommended template/ format for Departmental local asset registers shall be availed to the faculties and administrative departments.

#### ***9.04. Updating the Asset Register***

1. The Assets Section of the Bursars office shall always be advised by the user/procuring faculty or department of the details of any new asset acquired for inclusion in the central assets register.
2. The Central Assets Register shall be updated monthly and a report submitted to the Accounting Officer.
3. Donated Assets – non-current assets donated to the University with a value in excess of UGX 3000,000 must be entered into the central fixed asset register.
4. Leased Assets - Only assets which are subject to a finance lease shall be entered into the central fixed asset register. IT assets which are subject to operating leases shall be entered into a Departmental fixed asset register.
5. Constructed Assets - Assets which are constructed within the University shall be entered into the central assets register when the value of that asset exceeds UGX 3000,000.

#### ***9.05. Acquisition of Non-Current Assets***

1. Acquisition - In making the decision to acquire an asset the following fundamental principles shall be carefully considered:
2. The purpose for which the fixed asset is required is in keeping with the objectives of the University and will provide significant, direct and tangible benefit to it.

3. The purchase is absolutely necessary as there is no alternative University asset that could be upgraded or adapted.
4. The fixed asset is appropriate to the task or requirement and is cost effective over the life of the asset.
5. The fixed asset is compatible with existing equipment and will not result in unwarranted additional expenditure on other assets or resources.
6. Space and other necessary facilities to accommodate the asset are in place.
7. The most suitable and appropriate type, brand, and model etc. has been selected without prejudice to the PPDA and Regulations.

#### ***9.06. Utilization and Repairs of assets***

1. *Utilization* - All assets shall be used for the purposes they were acquired. Asset performance shall be regularly reviewed to identify under-utilized and under-performing assets. The reasons for this shall be critically examined and appropriate actions taken.
2. *Maintenance and Repairs* - All plant and equipment shall be maintained in good working order by care and servicing as recommended in manufacturer's manuals. The most efficient repair and maintenance strategy shall be established and adopted. An operation and maintenance plan establishing responsibility and standards for the level of use, condition, servicing and performance shall be developed the Estates Department.
3. Supplier maintenance contracts/framework contracts may be obtained where considered to provide the most economic servicing and repair. A record of such contracts shall be maintained to avoid needless expenditure on non-contracted repairers. Similarly, warranties applying to such assets shall also be recorded.

#### ***9.07. Security of Non-Current Assets***

1. *Safeguard* - Heads of administrative departments and Faculty/School Deans shall be responsible for the security of assets under their control. This responsibility shall include ensuring that assets are used only by authorized persons, safeguarded against theft and damage and only removed from University premises with approval.

2. All members of staff and students shall be responsible for the care and protection of University Assets. Every person who utilizes the property of the University shall do so with utmost care and consideration and in a manner which ensures the property will be subjected to the minimum wear and tear or damage.
3. The safeguard of delicate equipment such as computers, laptops and video cameras shall be particularly important not only because of their attractive and portable nature but also because of the confidential information that they may contain. Steps shall be taken to limit the risk of loss or theft including:
  - a) Keeping offices locked when unattended and when travelling:
  - b) Not leaving items unattended in public places, particularly in motor vehicles
  - c) In the case of laptops by transporting them in other than normal laptop bags or cases and removing all confidential information not required for the trip.
4. As far as possible all non-leased assets shall be engraved as being the property of Kyambogo University by either engraving or some other effective means.
5. A staff member shall be nominated in each faculty or administrative department or Unit to have responsibility for managing the assets for that area, ensuring compliance with related procedures, performing stock takes and being a local contact for the University Bursars' section in charge of non-current assets.
6. The Accounting Officer, Security office & Estates and Works department shall ensure security of all University assets including all assets that are taken out of the University premises.

#### ***9.08. Acquisitions from Research or Consulting Funds***

1. Where faculties and administrative departments establish research or consulting funds from which assets, such as computers, are purchased; such assets shall still be University property, must be recorded in the University asset register and shall be subject to the provisions of this Manual.
2. All assets purchased from funds administered by the University (even if such funds are not directly owned by the University) shall be formally the property of the University, except where an agreement to the contrary is part of the conditions associated with a particular contract. Assets purchased in this manner shall be

University property and shall be recorded in the University fixed asset register and shall be subject to the provisions of this Manual.

#### ***9.09. Assets Stocktaking***

1. A stocktaking of non-current assets appearing on the University non-current assets register shall be undertaken every year either on a progressive basis or at selected stocktaking dates.
2. Stocktaking shall be the responsibility of Faculty/School Deans and heads of administrative departments. The Estates Officer will coordinate the stocktaking exercises and shall provide appropriate documentation and support to facilitate a successful outcome. Such stocktaking exercises will be subject to subsequent sample checking by the Bursars' section in charge of non-current assets and Internal Audit.
3. A stocktaking of minor assets appearing on Departmental asset registers shall be taken on an annual basis within faculties and administrative departments. It shall be the responsibility of each holding area to arrange this stocktaking exercises and to maintain records of the check for audit purposes.

#### ***9.10. Depreciation of Assets***

1. Depreciation shall mean the accounting process used to allocate the cost to particular accounting periods of 'using up' the service potential of the asset over its useful life.
2. The University shall depreciate those assets deemed to be depreciable on a straight-line basis i.e. over time basis with the following asset classes and depreciation rates applying:
3. Land, works of art, precious objects and rare books forming part of the Library collection and non-current assets classified as held for sale shall not be depreciated.
4. Depreciation charges shall commence at the beginning of the month in which the asset is first put to use or held ready for usage. No depreciation charge shall be assigned in the month of the disposal of an asset which has not already been fully depreciated. All depreciation accounting shall be processed centrally by the office of the University Bursar.

### ***9.11. Periodic Valuations***

1. Asset values and their remaining useful lives shall be regularly reviewed to ensure that they reflect a true financial position. Assets that do not lend themselves easily to a depreciation calculation will be valued periodically.
2. The Accounting Officer shall arrange for valuation, by the Chief Government Valuer of land and buildings, artwork and precious objects every five years. Any changes resulting from the periodic valuation shall be reflected in the non-current assets register and depreciation provision.

### ***9.12. Disposal or Destruction of Assets***

1. Disposal of University assets shall be in accordance with the Public Procurement and Disposal Act of Uganda 2003 as amended.
2. Disposal by destruction method shall only be used when all other methods have been explored and found unviable. All arrangements for destruction must be carried out under the supervision of the Chief Internal Auditor.
3. Donations to charities or community organizations or Training Institutions shall only be considered where no sales market exists or where the costs of alternate methods of disposal exceed the expected proceeds. The Contracts Committee's approval shall be required prior to any donation of an asset.

### ***9.13. Transfers of assets within the University***

1. Often particular non-current assets considered obsolete or surplus to requirements in a particular department, faculty or unit may be of value and use to another unit. Where it appears that this may be the case, advice should be provided to the Accounting Officer/University Secretary who will arrange an internal advertisement seeking expressions of interest from any other department, faculty or Unit of the University.

#### ***9.14. Theft and Loss of Assets***

1. University employee(s)/ staff shall immediately (within 24 hours) report to Police, Internal Audit and the University Secretary cases of theft or malicious damage of University assets.
  - a. , Not applicable
2. The University shall insure all assets subject to significant risk. The accounting officer/University Secretary shall every year assess and submit non-current assets or groups of non-current assets requiring insurance cover for inclusion in the budget estimates to be approved by the University Council.
3. The University Secretary shall report to Secretary to the Treasury of such loss or theft any loss or theft of University Assets.

#### ***9.15. Proceeds on Sale of Assets***

Any revenue obtained from the disposal of an asset will be normal revenue of the University.

#### ***9.16. Accounting for Non-Current Assets***

The non-current assets management unit shall be responsible for reconciling the non-current assets register with the general ledger asset accounts on a monthly basis. Any discrepancies arising shall be investigated and corrective action taken to bring the two records into balance.

#### ***9.17. Register of Vehicles and Heavy Plant***

The Estates Department shall ensure that all items of vehicles and heavy plant owned operated or maintained by their faculties or departments are recorded in a register of vehicles and heavy plant in the format designed by the University.

#### ***9.18. Inventories of Light Plant, Working Equipment and Loose Tools***

Faculty/School Deans and Heads of administrative departments shall ensure that inventories are kept of items of light plant, working equipment and loose tools issued to workshops, installations, works sites, or to employees for use in connection with their official duties and inventories shall be kept in the form prescribed by the University.

### ***9.19. Inventories of Machinery, Furniture and Other Equipment***

1. Faculty/School Deans and heads of administrative departments shall ensure that inventories of the contents of all houses, offices, workshops, University hospital, stores and other enclosures occupied or in the charge of University staff , particularly as to machinery, furniture, movable fittings, equipment and livestock are kept.
2. The Head of Internal Audit shall verify to ensure that properties of the University are properly registered in the Asset Registers and the respective faculties or administrative departments managing those assets are keen in monitoring and verification of the status of the properties.

### ***9.20. Registers of Land and Buildings***

The University Secretary/Accounting Officer through the Estates Department shall ensure that asset registers are kept of all land and buildings owned, rented or occupied by their faculties or administrative departments and where title deeds exist, such shall be kept in a safe by the University Secretary, to be inspected annually by the Auditor-General, and a schedule of these assets shall appear as part of annual accounts.

### ***9.21. Handover Reports***

1. The University staff who are entrusted with assets shall always hand over such assets to other assigned staff of the University in case the entrusted staff are to leave the University for a period of one month or more for leave of further study, transfer, redeployment, retirement, suspension or dismissal etc.
2. Notwithstanding the above, entitled Officers are permitted to proceed on leave with their official cars or any other asset ordinarily used by them.
3. The officers carrying out the handover shall sign a handing over certificate, copies of which shall be sent to the University Secretary, University Bursar and Head of Internal Audit and the handing over certificate shall be accompanied by a comprehensive handover report which shall among other things include a descriptive list of all items handed over.
4. The Director Human Resources shall initiate disciplinary action on the staff who does not hand over the University properties and recover any liabilities from such staff on behalf of the University.

***9.22. Loss through Damage***

1. Any depreciation in value of land, buildings, stores and other assets through damage or accident or wear and tear shall be regarded as a loss and the losses procedures under Public Finance Management Act 2015 and Regulations shall be complied with.

## **CHAPTER 10: RISK MANAGEMENT**

### ***10.01. Risk Management and Internal Control***

1. The Accounting Officer shall, through Heads of departments and Deans, be responsible for risk management and effective systems of internal control.
2. The procedures in this chapter shall be in conformity with the University Risk management Policy framework.
3. The Accounting Officer shall communicate to the, Faculty/School Deans and Heads of administrative departments the arrangements needed to ensure compliance with all applicable policies, control systems, legislations and regulations, and other relevant statements of best practice.
4. There shall be arrangements to ensure that public funds and other resources of the University are properly safeguarded and used economically, efficiently, and in accordance with the statutory and other provisions that govern their use.
5. It is the responsibility of Faculty/School Deans and heads of administrative departments to establish sound arrangement, consistent with guidance given by the University Bursar or Chief Internal Auditor, for planning, appraising, authorising and controlling their operations in order to achieve continuous improvement on economy, efficiency and effectiveness and for achieving their performance targets.
6. The University Bursar shall ensure that appropriate procedures are in place to identify, analyse, manage and report on financial and fiscal risks

### ***10.02. Audit***

1. The Internal Audit department and the Auditor General shall be responsible for conducting audits.
2. The Internal Audit department shall functionally report to the Audit Committee and administratively to the Vice Chancellor for all its operation and duties.
3. The Vice Chancellor and the University Secretary shall ensure that the Chief Internal Auditor of Kyambogo University and the Auditor General have access to all documents and information necessary for facilitating their audit functions.

4. The end users who fail to provide information to the Chief Internal Auditor, Auditor General or any other authorized official of government shall face disciplinary measures.

#### ***10.03. Computers and Information Security***

1. All University transactions shall be processed through the Accounting Information Systems of the University or as specified by the Ministry of Finance, Planning and Economic Development from time to time.
2. The University Council shall continuously empower the University Management to progressively computerize the financial management systems and other operations of the University in order to promote the efficiency and effectiveness of service delivery.

#### ***10.04. Computer and Information Security***

1. The University through the Directorate of Information and Communication Technology shall ensure that adequate information and communication technology policies are established and are applied to enable adequate security and protection over computers and of data held on computers operated by the University.
2. All employees shall have a responsibility to ensure that they do not cause loss, unauthorized destruction or disclosure of data held on information systems or computers operated by the University.
3. Each staff in charge of accounts or financial information held in a computerized environment shall ensure that such information is protected, conserved and only retrieved for the official reasons of the job he/she holds.
4. The Faculty/School Deans and Heads of administrative department shall be responsible for ensuring that Information and communications technology policies are implemented within their faculties and departments.
5. The University Bursar, with the help of the head of the ICT Directorate, shall be responsible for providing security to all financial information in the computerized environment and as such he/she shall provide access rights to financial information including editing or change of such information.
6. The University Bursar shall ensure that:

- i. There are clearly defined levels of access rights to computerized financial information,
- ii. All ICT users of financial information have secure passwords
- iii. Back up of financial information is done regularly.

***10.05. Insurance Policy***

1. The following assets of the University shall be insured on annual basis after cost-benefit analysis of the cost of insurance cover: motor vehicles, computer laboratories, libraries, all computers and information systems.
2. The University Secretary shall submit to the University Council for approval, any other categories of assets which are assessed to be insured by the University.

## **CHAPTER 11: MANAGEMENT OF STUDENTS' GUILD FUNDS**

### ***11.01 General Administration of Students Guild Funds***

The University guild funds shall be managed together with the University Budget on the Treasury account in bank of Uganda and paid through Integrated Financial Management System (IFMS)

### ***11.02. Collection of Revenue on Guild Bank Accounts***

1. The main source of the guild funds will be the student's fees specifically charged by the University for the purpose of running guild activities. The guild fees shall be determined from time to time by the University Council for the purpose of ensuring fair charging of fees to students.
2. Guild funds shall not be diverted to any other activities other than those approved in the Guild budget.
3. The University may allocate extra funds from any other source to the Guild on approval of the University Council.
4. The guild may also receive other funds that may be specifically attributed, allocated or donated to the guild by government, donors or any other partners.
5. The Guild leadership shall not be allowed to engage in the collection of any revenue in the University because the guild leadership is composed of students who are not employees of the University.

### ***11.03. The Students' Guild Budget***

1. The Guild Representative Council (GRC) shall every financial year based on approved Chart of Accounts prepare and submit budget estimates, procurements and work plans to the University Bursar, Senior Procurement Officer and Director Planning and Development for incorporation into the overall University budget for University Council approval.
2. Any amendments to the guild budget estimates shall be approved by the Guild Representative Council with acceptance of the Dean of Students after consultation with the University Bursar.

***11.04. The Accounts of the Students' Guild***

1. The Dean of students shall be the overall overseer of the management of the students' guild funds and shall be the Vote holder to the account.
2. The Dean of Students shall sanction all Guild requisitions together with the Guild President and any other Guild Ministers approved by the Students' Guild Cabinet.
3. The University Bursar shall assign a staff in his/her department to manage/control revenue collection, expenditure of funds, to write the books of accounts for the guild operations, to maintain the financial documents and other assets relating to the guild operations.
4. The University Bursar shall approve transaction documentation relating to the guild funds in order to ensure observance of financial management rules, policies and regulations governing public funds.
5. The accounts of the students' guild shall be incorporated into the final accounts of the University for the purpose of compilation and submission to the Auditor General for audit.

***11.05. Accountability for Students' Guild Funds and Other Assets***

1. All funds and other assets for the guild leadership shall be utilized for guild purposes and accounted for in accordance with this Manual, the Laws of Uganda and any other instructions issued from time to time by government or the Accounting Officer.
2. Any monies advanced to any member of the guild leadership or any students or other officials of the University shall be accounted for within two months of receipt of the monies.
3. In any circumstance, where the money advanced cannot be accounted for within the specified period, the student, guild cabinet member or any other official must apply to the Accounting Officer for extension of the accountability period with justified reasons for consideration.
4. Where an application for extension of the accountability period above is not yet received by the accounting officer after the expiry of two months of receipt of the

money, the Accounting Officer shall consider the advance a recoverable debt and shall take all necessary measures to recover the funds to the University guild account.

## SCHEDULES

### *First Schedule: Composition of Top Management*

The Composition of Top Management shall be as follows:

1	Vice Chancellor	Chairperson
2	Deputy Vice Chancellor (Academic Affairs)	Member
3	Deputy Vice Chancellor(F&A)	Member
4	University Secretary	Member
5	University Bursar	Member
6	Academic Registrar	Member
7	Dean of Students	Member
8	Director of Planning and Development	Member
9	University Librarian	Member
10	Director of Human Resources	Member

## ***Second Schedule: Functional Fees***

### **2. General Functional Fees**

This shall be fees payable by all students with exception of affiliated institutions. General functional fees shall include but not limited to the following;

#### **(a) Fees payable by Undergraduate Students**

- |                                |  |
|--------------------------------|--|
| (1) Application fees           | (11) Research fees,  |
| (2) Registration fees,         | (12) Maintenance fees  |
| (3) Identity Card fees,        | (13) Graduation fees,  |
| (4) Examination fees,          | (14) Certificate fees,   |
| (5) Medical Examination fees,  | (15) Transcript fees,  |
| (6) Medical Subscription fees, | (16) Convocation fees  |
| (7) Students' Guild Fees,      | (17) Sports fees   |
| (8) Under graduate gown        | (18) Development fees  |
| (9) Library fees,              | (19) ITCSP Fees  |
| (10) ICT Development fees,     | (20) and any other fees set<br>by University Council from<br>time to time. |

#### **(b) Fees payable by Graduate Students**

- |                           |  |
|---------------------------|--|
| (1) Registration fees,    | (11) Extension fees  |
| (2) Identity Card fees,   | (12) Maintenance fees  |
| (3) Examination fees,     | (13) Graduation fees,  |
| (4) Administration fees,  | (14) Certificate fees,   |
| (5) Medical Examination   | (15) Transcript fees,  |
| (6) Medical Subscription  | (16) Convocation fees  |
| (7) Students' Guild Fees, | (17) Sports fees   |
| (8) Library fees,         | (18) Development fees  |
| (9) ICT Development fees, | (19) and any other fees set<br>by University Council from time to<br>time. |
| (10) Graduate Research    |  |

**(c) Fees payable by DEPE/DSNEE & ODeL programmes**

- |                             |                                 |
|-----------------------------|---------------------------------|
| (1) Registration fees,      | (9) Graduation fees,            |
| (2) Identity Card fees,     | (10) Certificate fees,          |
| (3) Examination fees,       | (11) Transcript fees,           |
| (4) Students' Guild Fees,   | (12) Convocation fees           |
| (5) Practical fee           | (13) Sports fees                |
| (6) Orientation fee         | (14) Development fees           |
| (7) Study materials fees    | (15) Any other fees approved by |
| (8) Resource materials fees | University Council              |

**(d) Fees payable Primary Teachers Colleges (PTCs)**

- |                             |                             |
|-----------------------------|-----------------------------|
| (1) Registration fees,      | (5) Graduation fees,        |
| (2) Examination fees,       | (6) Certificate fees,       |
| (3) Promotional examination | (7) Transcript fees,        |
| (4) School practise         | (8) Any other fees approved |
|                             | by University Council.      |

**(e) Fees payable by National Teachers Colleges (NTCs)**

- |                        |                                |
|------------------------|--------------------------------|
| (1) Registration fees, | (6) Any other fees approved by |
| (2) Examination fees,  | University Council from time   |
| (3) Graduation fees,   | to time.                       |
| (4) Certificate fees,  | (7) Convocation                |
| (5) Transcript fees,   |                                |

**(f) Fees payable by Affiliated Institutions**

- (1) Registration fees,
- (2) Examination fees,
- (3) Annual Subscription fees,
- (4) Any other fees set from time to time by University Council

**(b) Specific functional fees;**

This shall be fees payable by students only for undertaking specific activities / services offered by the University or as a charge/penalty in accordance to the University Policy, rules and regulations.

- (a) Industrial Training fees
- (b) College practice fees,
- (c) Community Practice fees,
- (d) Application fees
- (e) Affiliation fees (new)
- (f) Academic Testimonial fees,
- (g) Accommodation fees
- (h) Students' meals/feeding fee
- (i) Document verification fees,
- (j) Certification fees,
- (k) Late Registration fees,
- (l) Retake fees
- (m) Replacement of lost documents (Admission letter, Registration card or Examination card)
- (n) Exam script remarking fees
- (o) And any other fees approved by University Council.

### ***Third Schedule: Other University Revenues***

#### **3. Other University Revenues**

(1) The University shall put in place other sources of revenue, in addition to students' fees to ensure adequate funding for the University.

(2) The following fees and revenues shall be collected by the University from the user public;

<b>No</b>	<b>Name of Revenue Source</b>	<b>No</b>	<b>Name of Revenue Source</b>
1	Rental fees	13	Venue hire fees
2	Trading Profits	14	Training fees
3	Professional fees	15	Conference fees
4	Water user fees	16	Laboratory service user fees
5	Electricity user fees	17	Teaching workshop user fees
6	Parking fees	18	Vehicle repair/service fees
7	Tender /Bid application fees	19	Vehicle assessment fees
8	Contract fees	20	Carpentry user fees
9	Accommodation fees	21	Welding user fees
10	Photocopying fees	22	Conference fees
11	Secretarial fees	23	Open grounds user service fees
12	Sports/playground user fees	24	Any other fees set by University Council.

***Fourth Schedule: Students' Fees Payment Deadlines and Penalties***

1. All students shall pay 100% of all the fees (both tuition and functional fees) by end of sixth or eighth week of every semester without attracting any penalty or late registration fees.
2. Counting of the 6<sup>th</sup> or 8<sup>th</sup> week commences on the day the Academic Registrar and Senate Communicates as the Semester commencement date.
3. The late registration period for students who enrolled at Kyambogo University during the Academic Year 2020/2021 and before the sixth week while the late registration period for students who enrolled at Kyambogo University during the Academic Year 2021/2022 and above is after the eighth week.
4. Any student who fails to pay full University fees and be registered by sixth or eighth week will attract penalty fees known as late payment fees or late registration fees which will be determined and or reviewed from time to time by the University Council.
5. Any student who by the sixth or eighth week of a semester, has paid at least 50% of all the fees must ensure full payment of all the fees by the 10<sup>th</sup> week of that Semester to avoid missing end of Semester examinations.
6. Any student who fails to pay at least 50% of all fees by the 8<sup>th</sup> week of any semester will be allowed to apply for a dead year / semester at the end of the eighth week of the relevant semester. Application of dead year / semester by this category of students shall be received by the Academic Registrar by the 10<sup>th</sup> week of that semester for it to be considered a valid dead year.
7. Any student who fails to make full payment of all the University fees by the 12<sup>th</sup> week even if he/she may have paid at least 50% of all fees by the 8<sup>th</sup> week, shall not be allowed to sit examinations for that semester but shall be required to apply for a dead year / semester for that Academic Year. The application for a dead year

by this category of students shall be received by the 12<sup>th</sup> week of that semester for it to be considered a valid dead year/ semester.

8. The student who applies for a dead year / semester in accordance with regulation 6 & 7 of this schedule shall be allowed to sit the missed examinations in the subsequent Academic Year and to proceed with his or her studies.
9. In accordance with the provision of penalties In (1) & (2) of this schedule, the University Council current approved fees for late payment / Late Registration is UGX 50,000.
10. Any student who applies for a dead year due to failure to make full fees payment by the deadline and his / her application for dead year and was officially accepted in writing by the Academic Registrar may be refunded up to 50% of the paid tuition fees after deducting all functional fees.
11. No refund of fees referred to in (10) shall be made to a student offered a dead year if the portion of fees paid by the student did not exceed the total functional fees of that semester.
12. No refund of fees shall be made to any student who refuses to apply for a dead year or to any student who prolongs his or her approved dead year without approval.
13. The Policy applies to under and graduate students.

**Fifth Schedule: Payment Process**

Schedule indicating the Payment Process

NO.	PAYMENT PROCESS DESCRIPTION	ESTIMATED DURATION (DAYS)
1	Claim originated by the applicant through the head of the cost centre	1
2	Claim submitted to University Secretary for approval	1
3	The US approves the claim and instructs the University Bursar to pay or / request for additional information	1
4	Bursar instructs the Deputy Bursar to process payment	1
5	Payment is submitted to Budget monitoring for commitment on the IFMS	1
6	Voucher is written and payment invoice generated on IFMS or cheque leaf is written.	1
7	System Invoice/cheque/EFT approved by the various signatories and forwarded for payment.	1
10	Payment Batch file submitted to MOFPED/Accountant General for payment to Bank of Uganda. Cheques are dispatched/cashed for payment	2
11	Bank of Uganda disburses to Commercial Bank for payment to respective recipients	1
	<b>Total</b>	<b>11</b>