

# **KAIRUKI UNIVERSITY**



## **PROCUREMENT AND STORES MANUAL**

SEPTEMBER, 2024

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## **List of abbreviations**

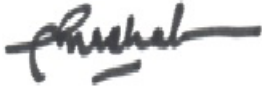
<b>APP</b>	Annual Procurement Plan
<b>ASPM</b>	Accounting and Stores and Procurement Manual
<b>BRC</b>	Bid Review Committee
<b>DVCPFA</b>	Deputy Vice Chancellor Planning, Finance and Administration
<b>EI</b>	Expression of Interest
<b>EIN</b>	Expression of Interest Notice
<b>GRN</b>	Goods Received Note
<b>LPO</b>	Local Purchase Order
<b>NCB</b>	National Competitive Bidding
<b>NCT</b>	National Competitive Tendering
<b>NCS</b>	National Competitive Selection
<b>PMU</b>	Procurement Management Unit
<b>PR</b>	Purchase Requisition
<b>PRF</b>	Purchase Requisition Form
<b>RCS</b>	Resulted Competitive Selection
<b>SIN</b>	Stores Issue Note
<b>SRF</b>	Stores Requisition Form
<b>SSS</b>	Single Source Selection
<b>TB</b>	Tender Board
<b>TOR</b>	Terms of Reference
<b>URT</b>	United Republic of Tanzania
<b>UTB</b>	University Tender Board
<b>KU</b>	Kairuki University

## **Foreword**

In any organization procurement forms an important element in day-to-day performance of the organization. Each organization procure different kinds of goods, works, non-consultancy and consultancy services which need adequate and proper management procedures and guidelines. Procurement covers a large percentage of the University expenditure budget. Thus, success of Kairuki University (KU) requires sound procurement procedures.

The Procurement and Stores manual serves primarily all procurement stakeholders and the Procurement Management Unit of the University. The manual is also to serve groups that may not be involved in procurement on a daily basis (PMU), but still need to receive professional information in the area.

This manual is expected to be used by all KU procurement stakeholders to guide their day-to-day operations. In this case, all procurement matters within the University must be handled in accordance with the procedures outlined in this manual unless stated otherwise or after the review and modification as it can be directed or advised by the respective authorities.



Prof. Yohana Mashalla  
VICE CHANCELLOR

## SECTION ONE

### BACKGROUND OF KAIRUKI UNIVERSITY

#### The Vision, Mission, Values and Functions of the University

##### 1.1 Vision of KU

The vision of KU is to be "A model private University that provides highest quality education in Africa, conducts cutting edge research, and provides exemplary service to the society."

##### 1.2 Mission of KU

The mission is "to educate liberally and broadly, qualified men and women to advance frontiers of knowledge through research and provide consultancy and advisory services to the public."

##### 1.3 Motto

"KU for a Brighter Future."

##### 1.4 Core Values

**Professionalism:** The University shall adhere to high professional ethics and standards and impart these elements to its students.

**Excellence:** The University is committed to excellence. We shall continue to recruit the most promising students, faculty, and staff, and provide them with resources to excel.

**Adaptability:** The University shall lead Tanzania and the region in embracing latest scientific and technological advancements and adapt them to our local situation.

##### **Competitiveness:**

The University shall cultivate excellence in competitiveness, responsiveness, and integrity.

##### **Partnerships:**

The University is young and dynamic. It shall seek to learn from available best practices and grow stronger together with its peers. The University shall encourage interdisciplinary courses, colloquia/collaborative programmes, and research; forge new alliances for innovation in the emerging new sciences; and provide an interface where students, administrative and academic staff, will work together for common goals.

## **1.5 Functions of the University**

The main functions of KU are to:

- i) Develop human resources of the highest calibre through teaching, research and apprenticeships.
- ii) Provide high quality teaching, research and consultancy services.
- iii) Produce ethically minded scientists and professionals of integrity, devotion and commitment.
- iv) Endeavour to create opportunities and/or provide facilities for students to engage in national productive services.
- v) Contribute significantly towards improving the quality of life of society in Tanzania.
- vi) Conduct examinations for degrees, diplomas, certificates, and non-degree awards of the university.
- vii) Prepare and publish education and other general materials.
- viii) Carry out contracted research on behalf of third-party clients, including the Government of Tanzania.
- ix) Engage in commercial and other income generating activities, in line with national laws, and provisions in the University's Charter and rules.
- x) Improve the teaching environment.
- xi) Provide certificate-, diploma-, undergraduate- and postgraduate education and non-degree training programmes.

## **SECTION TWO OVERVIEW OF THE MANUAL**

### **2.0 Introduction**

This Procurement manual shall be cited as the Kairuki University (KU) Procurement manual. The manual is geared to guide the University staff to ensure that procurement proceedings are carried out in an effective and efficient manner in order to realize value for money spent in procurement of physical and non-physical goods and services as per the requirement of the Stores and Procurement Policy and Regulations of 2021.

The Vice Chancellor, who is the University's Accounting Officer, shall be responsible to the University Governing Board for the enforcement of the contents of this manual and the Governing Board shall approve its amendments.

The University Procurement Manual describes the procurement procedures for use by the University and in addition, provide a source of reference for the University's staff on day-to-day basis.

### **2.1 Objectives of the Manual**

The objectives of KU Manual are to:

- i) **Efficiency**  
Establish efficient procurement processes to save time and resources.
- ii) **Transparency**  
Ensuring a clear and open procurement procedure to build trust and accountability.
- iii) **Cost-effectiveness**  
Achieving optimal value for money in the acquisition of goods.
- iv) **Compliance**  
Adhering to regulations and policies to avoid legal issues and ensure ethical practices.
- v) **Vendor Management**  
Establishing guidelines for selecting and managing reliable vendors
- vi) **Inventory Control**  
Implementing procedures to manage and control inventory efficiently.
- vii) **Risk Mitigation**  
Identifying and mitigating risks associated with procurement and inventory management.
- viii) **Quality Assurance**  
Ensuring the quality of goods acquired through standardized processes.
- ix) **Optimized Supply Chain**  
Supporting an effective and smooth flow of goods within the supply chain.

- x) **Resource Optimization**  
Maximizing the utilization of resources in procurement and storage activities.

## **2.2 Application of the Manual**

The application of the KU Manual is on:

- i) **Vendor Selection**  
Apply the manual's criteria for selecting reliable vendors, considering factors such as reputation, quality, and pricing.
- ii) **Purchasing Procedures**  
Follow the outlined steps and methods for making purchases, ensuring compliance with the manual's guidelines.
- iii) **Documentation**  
Maintain accurate records and documentation as per the manual's requirements, including purchase orders, receipts, and inventory reports.
- iv) **Compliance**  
Ensure strict adherence to regulatory requirements and internal policies throughout the procurement and inventory management processes.
- v) **Efficiency Improvement**  
Continuously evaluate and refine procurement processes to enhance efficiency and reduce unnecessary delays.
- vi) **Training and Awareness**  
Provide training to staff involved in procurement and stores management to ensure understanding and compliance with the manual.
- vii) **Risk Management**  
Apply risk mitigation strategies outlined in the manual to identify and address potential issues in procurement and storage activities.
- viii) **Quality Control**  
Implement measures to assure the quality of procured goods, aligning with the manual's standards.
- ix) **Regular Audits**  
Conduct regular audits and reviews to assess the effectiveness of the manual's application and identify areas for improvement.
- x) **Continuous Improvement**  
Periodically review and update the manual to adapt to changing circumstances and improve overall procurement and store management practices.

### **2.3 Effective date of the Manual to start being used**

This Procurement and Stores Manual shall come into effect on the day it is passed by the Board. All procurement and store management activities conducted on or after this date must adhere to the guidelines outlined herein. It is the responsibility of all relevant personnel to familiarize themselves with the manual and ensure compliance with its provisions.

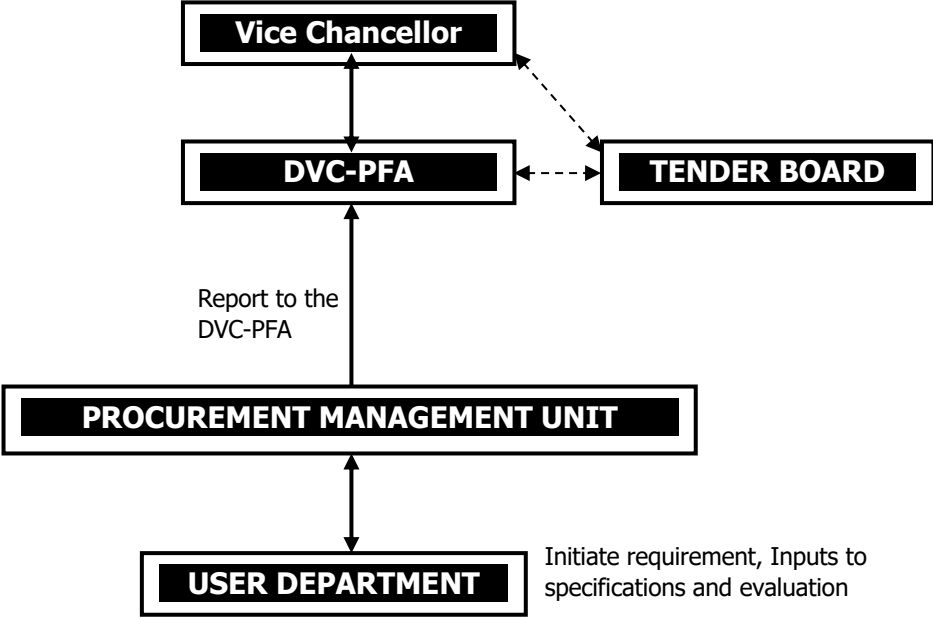
### **2.4 Organization of the Manual**

The manual is organized into six sections namely:

- i) Section 1 - Background of KU
- ii) Section 2 - Overview of the Manual
- iii) Section 3 – Procurement governance process
- iv) Section 4 - Procurement process and procedures
- v) Section 5 – Stores functions and procedures
- vi) Section 6 – Fixed Asset Management

This Procurement manual provides an institutional arrangement of units, or authorities required to ensure procurement proceedings are carried out in a fair, economical, equitable, and transparent manner. The manual also explains the procurement planning, procedures, methods, and criteria that should be adhered to achieve standards of equity in procurement proceedings.

**2.5. University Procurement Structure**



## **SECTION THREE**

### **3.0 PROCUREMENT GOVERNANCE PROCESS**

The Procurement governance process involves several key players who contribute to the successful execution of procurement activities.

Here is an overview of the key players and their roles in the procurement process;

#### **3.1 The Vice Chancellor**

The Vice Chancellor, as the Accounting Officer of the University, shall have overall responsibility for the execution of the procurement process and, in particular, shall be responsible for:

- a) Establishing the University Tender Board following the Stores and Procurement Policy and Regulations Clause 4.8.1
- b) Approving all procurement opportunities;
- c) Appointing the evaluation committee and negotiation team;
- d) Communicating award decisions;
- e) Certifying the availability of funds to support the procurement activities; and,
- f) Handling complaints by suppliers, contractors, or consultants.

#### **3.2 The University Tender Board**

There shall be a University Tender Board appointed by the Vice Chancellor. The University Tender Board shall be responsible for:

- i. Adjudication of recommendations from the Procurement Management Unit and award of contracts;
- ii. Review of all applications for variations, addenda or amendments to ongoing contracts;
- iii. Approving tendering documents;
- iv. Approving procurement and disposal by tender procedures;
- v. Ensuring that best practices to procurement and disposal of assets by tender are strictly adhered to by university.
- vi. Establish a Sub-committee which shall consist of persons who are or are not members of the Tender Board to advise the board on any specific matter; and,
- vii. At any meeting of the KU Tender Board one half of the members shall constitute a quorum.

#### **3.3 The Head of Procurement Management Unit**

The Head of the Procurement Management Unit (PMU) shall have the following responsibilities: -

- a) Manage all procurement and disposal by tender activities of the KU except adjudication and the award of contract.

- b) Support the functions of the tender board
- c) Act as Secretary of the Tender Board;
- d) Ensuring that all procurements of the University are done accordingly after receiving users' requirements to ensure proper control of resources and their economic value;
- e) Procurement and sourcing of suppliers;
- f) Advise the Management on the best procurement practices to obtain value for the money spent on goods and services;
- g) Regularly advise Heads of Department on the best procurement procedures; and,
- h) Ensuring that the Annual Procurement Plan (APP) is prepared in line with the budget.
- i) Maintain and archive records of the procurement and disposal process.
- j) Prepare and submit to the Management meeting and Tender Board reports on the implementation of annual procurement plan.

### **3.4 User Departments**

The user Departments at the University shall perform the following functions to procurement: -

- a) Liaise with and assist the Procurement Management Unit throughout the procurement or disposal by tender process to the point of contract placement;
- b) Initiate procurement requirements and forward them to the PMU;
- c) Prepare technical inputs to statements of requirements and or terms of reference for procurement requirements to the Procurement unit;
- d) Prepare technical specifications for the Procurement unit when necessary;
- e) Participate in tender evaluation;
- f) certify for payments to vendors and,
- g) Prepare a schedule of requirements for procurement as part of the budget process, which shall be submitted to the Bursar.

### **3.5 Tender Evaluation Committee**

- i) There shall be formed for each tender an Evaluation Committee which shall conduct the evaluation and report to the Head of the Procurement Management Unit;
- ii) The membership of the evaluation committees shall be recommended by the Head of the Procurement Management Unit;

- iii) The number of members of the evaluation committees shall depend on the value and complexity of the procurement requirements, but shall not be less than three members;
- iv) The member(s) of the evaluation committees may be external to the University where the required skills or experience are not available within the University or where members are indisposed or have a conflict of interest; and,
- v) Members of the Evaluation Committees shall sign the Personal Covenant that they do not have any conflict of interest in the procurement requirement.

### **3.6 Negotiation Team**

- i) Negotiate pricing terms to secure competitive rates and ensure value for money.
- ii) Explore discounts, bulk purchase incentives, and other cost-saving opportunities.
- iii) Work with legal and procurement teams to negotiate and finalize contract terms and conditions.
- iv) Clarify expectations, responsibilities, and delivery timelines.
- v) Ensure that the negotiated terms meet the required quality and specifications outlined by the procurement team.
- vi) Negotiate favorable payment terms that align with the organization's financial capabilities.
- vii) Develop strategies to mitigate risks and ensure a smooth procurement process.
- viii) Ensure that all negotiated terms and agreements comply with legal and regulatory requirements.
- ix) Document terms and conditions to avoid misunderstandings and facilitate contract management.

## **SECTION FOUR**

### **PROCUREMENT PRINCIPLES, PLANNING AND PROCEDURES**

#### **4.0 University Procurement Principles**

- i) The basic principles of University procurement shall be to make the best possible use of University funds with honesty and fairness.
- ii) All University officers, including the Vice Chancellor and members of the Tender Board, when undertaking or approving procurement, shall be guided by the following basic considerations:
  - a) Need for economical and efficiency in the use of University funds in the implementation of projects, including the provision of related goods and services;
  - b) Need to guarantee the best interest of the University while giving all eligible tenderers equal opportunities to compete in providing goods, executing works, or providing services; and
  - c) Importance of integrity, accountability, fairness, and transparency in the procurement process.
- iii) The principles of disposal by tender of University assets shall be based on the need to achieve the best available net return and conducting all disposals with honesty and fairness.

#### **4.1 Procurement Planning**

- i) The University shall forecast its requirements for goods, services, and works as accurately as is practicable with reference to services or activities already programmed in the annual work plan and included in the annual estimates.
- ii) Subject to the above, the forecasts shall include an estimate of the optimum time to the nearest month of performance and completion of services.
- iii) The estimate of such requirements shall be compared with the likely availability of funds so that priorities for procurement may be determined by the available funds.
- iv) The University shall draw up procurement plans for those requirements for which sufficient funds have been included in the approved budget in the current financial year or if payment will be due in the subsequent financial year, such payments have been budgeted for.
- v) In compiling such plans, in (iv) the University shall establish the appropriate method of procurement to be employed for each requirement.
- vi) Vice Chancellor's approval shall be obtained either by inclusion of that procurement in a procurement plan or by request as an individual item of procurement when not included in the procurement plan.

- vii) In the preparation of the procurement plan, the University Procurement Management Unit templates attached to this manual shall be used. These are:
  - a) The description of the item(s);
  - b) Tender number;
  - c) Estimated Amount;
  - d) Procurement method proposed;
  - e) Bid invitation date;
  - f) Closing-opening date; and
  - g) Notification of award date.
- viii) The University shall ensure that funds are allocated or committed before commencing procurement proceedings.
- ix) Notwithstanding (viii) above, the University may commence procurement proceedings for scheduled or routine activities if the University is certain of funds availability in its budget for such activities.
- x) Where the contract extends over several years, an allocation of funds may be issued annually so that the total amount issued does not exceed the price plus a percentage for price and physical contingencies, unless specific approvals are obtained for additional works and cost price increase.

#### **4.2 Procurement Procedures**

- i) Where goods, works, and or services to be procured are not in the procurement plan derived from the approved University budget, the approval of the intention to proceed with procurement shall be sought, for each item of procurement from the relevant organs.
- ii) The University shall follow the following procedures in the procurement of goods, works, and services:
  - a) Identification of the needs;
  - b) Development of specifications;
  - c) Selection of a procurement method;
  - d) Preparation and approval of the procurement documents;
  - e) Preparation and issuance of invitation procurement;
  - f) Submission and receipt of offers;
  - g) Opening of the offers;
  - h) Evaluation;

- i) Approval of the contract award;
- j) Negotiation and notification of award;
- k) Signing of the contract;
- l) Record the procurements;
- m) Contract management;
- n) Receiving of goods/works/services.

#### **4.3 Identification of the Needs**

The Heads of Departments shall identify the needs and transmit them to the Procurement Management Unit in a written document, a print (a letter or purchase requisition) signed by the requisitioning officer. The Heads of the Department shall include the following details:

- i) Description of the item(s);
- ii) Clear and detailed specifications of the item(s) required;
- iii) Quantity requisitioned; and,
- iv) Estimate of funds available.

#### **4.4 Development of Specifications**

- i) The Heads of Departments shall be responsible for the development of clear and detailed specifications for the item(s) required.
- ii) The specifications provided by the Head of Departments shall consider the estimated amount or pre-tender estimates provided under the University procurement plan.

#### **4.5 Selection of the Procurement Method for Goods, Works and Services**

- i) Once the requisition has been authorized, funding assured, and specifications or statement of works or terms of reference (TOR) given the University Procurement Management Unit shall select a method of procurement or the modality by which to solicit offers for the required goods, works or services.
- ii) Depending on the nature, size of the procurement, and the value, the commonly used methods of procurement include:
  - a) Pre-qualification;
  - b) National competitive tendering;
  - c) Restricted tendering;
  - d) International and national shopping;
  - e) Direct contracting for works;

- f) Single source procurement;
- g) Minor value procurement; and,
- h) Micro value procurement.

i. Pre-Qualification

Before inviting open tenders, the University may consider pre-qualifying suppliers, contractors or service providers to identify those who possess the necessary resources and competence for the completion of the eventual contract.

ii. National Competitive Tendering

In National Competitive Tendering (NCT) otherwise known as National Competitive Bidding (NCB), the University shall invite service providers, contractors, or asset buyers regardless of their nationality, using a tender notice advertised only in the United Republic of Tanzania (URT) to submit priced tenders for goods, services, or works.

iii. Restricted Tendering

The University may restrict the issue of tender documents to a limited number of specified suppliers, contractors, or service providers when:-

- a) Such suppliers, contractors, or service providers have already been pre-qualified as per regulation 3.5 (i) above;
- b) The goods, works, or services required are of a specialized nature or can be obtained from a limited number of specialized contractors, services providers, or reputable sources; or
- c) There is an urgent need for the goods, works, or services such that there would be insufficient time for the University to engage in open National Tendering, provided that the circumstances giving rise to the urgency could not have been foreseen by the University and have not been caused by dilatory conduct on its part.

iv. International and National Shopping

International and National Shopping is a procurement method based on comparing price quotations obtained from several suppliers to ensure competitive prices and is an appropriate method for procuring readily available off-the shelf goods or standard specification commodities that are small in value.

- a) The Tender Board may approve the type of competition to be invited through Request for Quotations at the International or National level, where it has been determined that the goods to be procured are so diversified that it would be of no commercial interest for any single supplier to tender for

them; or the goods are readily available off-the-shelf or standard specification commodities.

- b) Quotations shall be obtained from at least three suppliers which may include qualified agents of foreign suppliers in Tanzania.
- c) The procurement contract shall be awarded to the supplier, contractor, or service provider that gave the lowest-priced quotation meeting the needs of the University.

v. Single Source Procurement of Goods or Services

Subject to approval by the Tender Board, the University may engage in a single-source procurement under the following circumstances:

- a) the goods or services are available only from a particular supplier or service provider has exclusive rights in respect of the goods or services, and no reasonable alternative or substitute exists (sole-sourcing);
- b) there is an urgent need for the goods or services and engaging in tendering proceedings or any other method of procurement would, therefore, be impractical, provided that the circumstances giving rise to the urgency were neither foreseeable by the University nor the result of dilatory conduct on its part;
- c) The University, having procured goods, equipment, technology, services, or spare parts from a supplier, following National Competitive Tendering (NCT) satisfactory to these Regulations determines that additional supplies of the same type as those purchased under an existing contract are required,
- d) The University seeks to enter into a contract with the supplier or service provider for research/consultancy, experiment, study or development, except where the contract includes the product of goods in quantities to establish their commercial viability or to recover research and development costs;
- e) Where critical items need to be purchased from a specified supplier to ensure that the output of a process plant shall be guaranteed by the contractor responsible for the process design,
- f) Where an ongoing project, additional items need to be purchased for the completion or implementation.

Notwithstanding, the University must nevertheless take care not to make undesirable reductions in the quality of the goods or services to achieve cost savings.

vi. Direct Contracting for Works

The University may obtain a priced quotation from a single contractor and negotiate and enter into a direct contract when:

- a) there is an urgent need for the works such that there would be insufficient time for the University to engage in tendering or any other method of procurement, provided that the circumstances giving rise to the urgency could not have been foreseen by the University and have not been caused by dilatory conduct on its part; or,
- b) there is only one particular contractor which the University can reasonably expect to undertake the required works or,
- c) there are advantages to the University in using a particular contractor who has undertaken or is undertaking similar works or who may have already been mobilized with plant, equipment, and staff in the vicinity or any other resources as may be appropriate,
- d) where works already and satisfactorily under execution are to be extended, and the corresponding contract had been awarded following National Competitive Tendering (NCT) satisfactory to the Tender Board provided always that the Tender Board shall be satisfied that the prices on the extended contract are reasonable and competitive and that there is no advantage to further tendering or that any new tendering would be unlikely to receive adequate responses, and the value of the contract extension is less than the original contract value;
- e) the University shall examine carefully the quotation received and, if necessary, negotiate subsequently with the contractor to ensure that the requirement for the works is properly addressed and met as far as is practicable and that the price quoted is not excessive and in line with reasonable expectations; and;
- f) the University must nevertheless take care not to make undesirable reductions in the quality and scope of the works in order to achieve cost savings.

#### vii. Minor Value Procurement

The University may procure goods, services or minor works directly from a supplier, service provider or contractor, where:

- a) the value does not exceed the limit for minor value prescribed in the schedule.
- b) the price quoted is reasonable.
- c) no advantage to the University is likely to be obtained by seeking further quotations or by using other methods of procurement, and.
- d) the contract for the provision of such goods, services or works shall be a Local Purchase Order (LPO).

#### viii. Micro Value Procurement

The University may procure goods through petty cash, Imprest directly from the established supermarkets, shops or drug stores or similar establishments if the value of such procurement does not exceed the limit set out in the schedule.

### **Selection of the Procurement Method for Consultancy Services**

#### i. National Competitive Selection

In National Competitive Selection (NCS) the University shall invite consultants regardless of their nationality, by means of an Expression of Interest Notice advertised only in the United Republic of Tanzania (URT), to submit Expression of Interest for the required services.

Such method of selection may be used in cases where:

- a) Payment may be made wholly in Tanzania shillings.
- b) The services can be obtained locally at prices below the international market,

#### ii. Restricted Competitive Selection

The University may restrict the issue of Request for Proposal to a limited number of specified consultants when:

- a) Such consultants have already pre-qualified as per Section 3.5 (i) above.
- b) The services required are within the competence of a limited number of specialized consultants; or,
- c) The estimated contract values are within the limit for Restricted Competitive Selection; or,
- d) There is an urgent need for the services such that there would be insufficient time for a procuring entity to engage in open national tendering, provided that the circumstances giving rise to the urgency could not have been foreseen by the University and have not been caused by dilatory conduct on its part,
- e) Except, where consultants have already been pre-qualified, the University shall seek proposals from a list of potential consultants broad enough to ensure competitive prices.

#### iii. Single Source Selection

The use for Single-Source Selection (SSS) method shall be examined in the context of the overall interest of the University and, the project; and it is a Tender Board's responsibility to ensure economy and efficiency and provide equal opportunity to all consultants to the extent possible.

The Single Source Selection (SSS) method may be appropriate only if it presents a clear advantage over competition in which case the SSS may be justified:

- a) for tasks that represent a natural continuation of previous work carried out by the firm;
- b) where a rapid selection is essential such as in an emergency operation;
- c) for very small assignments; or,
- d) when only one firm is qualified or has experience of exceptional worth for the assignment,
- e) for short-term assignments a few weeks to one or two months, the procuring unit may, on approval by the Tender Board, recruit a qualified individual consultant directly on the basis of information available to it,
- f) procuring unit shall consider the consultant's curriculum vitae and references and if these are satisfactory and the letter is available, the fees and contract terms may be negotiated,
- g) for longer term assignments the procuring unit shall prepare a short list of three to seven consultants selected on the widest possible geographical base, containing no more than two consultants of the same nationality and includes at least one national consultant using the procuring unit's own source of information. The individual consultant may also be recruited through governmental or international academic organizations or consulting firms,
- h) once the short list is established, the procuring unit shall, based on the curriculum vitae and the relevant information available to it, evaluate the qualifications and experience of each consultant, particularly in the field of the assignment concerned and classify them by order of merit,
- i) The criteria to be used in the evaluation are the following:
  - (a) general qualification and suitability for the task to be performed.
  - (b) Experience in the specific assignment described in the terms of references.
  - (c) language proficiency, and
  - (d) knowledge of the country.

#### **4.6 Preparation and Approval of the Procurement Documents**

- i) The University Procurement Management Unit shall prepare tender documents using an appropriate standard model.
- ii) The procurement documents shall include the following information: -
  - a) An invitation to bid.
  - b) Instructions to the bidders.
  - c) Conditions of contract, both general and specific.
  - d) Technical specifications or terms of reference or statement of works.

- e) Evaluation criteria.
  - f) Minimum qualification requirements.
  - g) Form of the offer requested (that is, bid, proposal, quotation); and,
  - h) Form of the proposed contract.
- iii) All the procurement documents shall be prepared in English or Swahili.
  - iv) The procurement documents shall clearly define the goods to be supplied, services to be provided or works to be executed and provide any other pertinent terms and conditions.
  - v) The procurement documents shall be worded so as to permit and encourage competition and shall not include terminologies which discriminate unfairly against participation by suppliers, contractors or consultants.
  - vi) The procurement documents must include a list of documents required to form a complete tender; as well as notice to bidders that offers may be rejected unless substantially responsive. A substantially responsive offer is the one that conforms to all the terms, conditions and specifications included in the procurement documents, without material deviations or reservations.
  - vii) The procurement documents shall clearly indicate whether bidders are permitted to submit alternate bids/quotations/proposal or not. If so, the alternate bids/quotations/proposals should include detailed specifications and associated costs to allow fair evaluation of the bids/quotations/proposals.
  - viii) The procurement documents should indicate the currency or currencies in which bidders should state prices as well as the currency or currencies in which payment will be affected.
  - ix) Where the University may require bidders to provide any form of tender security or bond in the form and amount as advertised, such requirement shall apply to all bidders.
  - x) The amount of security shall vary depending on the nature and magnitude of the works to be executed or services to be provided or goods to be supplied.
  - xi) The procurement documents should also indicate the opening-closing date of the offers, place of delivery and opening of the offers.
  - xii) Prior to the issuance of the procurement documents to the suppliers, service providers or contractors, the Procurement Management Unit shall submit the documents together with invitation for bids (in case of tendering method) to the Tender Board for approval.

#### **4.7 Preparation and Issuance of Invitation for Bid**

- i) In a competitive tendering, the University PMU shall provide eligible prospective suppliers or contractors adequate notification through written invitations only after getting University Tender Board approval.
- ii) Invitations which are issued without prior approval by the Tender Board may not be considered.
- iii) Tender advertisements or notification shall be in newspapers or other means of wide circulation to seek expression of interest or response.

- iv) The approved tender advertisement or notice shall contain minimum information to include:
  - a) The name and address of the University.
  - b) The nature of description of services or goods to be supplied or works to be executed.
- c) Source of financing.
- d) Place where to obtain tender documents and their fees.
- e) The price, if any, charged by the University for the Procurement Documents.
- f) The currency and means of payment for the procurement documents.
- g) The language or languages in which the procurement documents are available
- h) Closing date and time.
- i) Opening date and time; and,
- j) Place of tender submission and address of a person to contact.

#### **4.8 Submission and Receipt of Bids**

- i) The University shall prescribe a place and a specific date and time for submission of tenders,
- ii) A potential tenderer shall, within the prescribed time and in the prescribed form and manner, deliver the tender by hand to the respective office of the University or by mail to the prescribed address of the University.
- iii) Every tender shall be in writing, signed and in a sealed envelope.
- iv) Notwithstanding (iii) above, where solicitation documents provide for an alternative method of submitting a tender, a potential tenderer may submit his tender in that other form as prescribed in the solicitation.
- v) Except for tenders received through a tender box, the University shall, on request, issue to a tenderer a receipt prescribing the date and time in which the tender was received.
- vi) Where requirements for tender security or other security are prescribed in the tender documents, a tenderer shall, before the deadline for submitting the tender, deliver to the University, such securities in the prescribed amount, form and manner.
- vii) Only tenders received within the time limit prescribed in the invitation to tender shall be eligible for consideration.

#### **4.9 Opening of Bids**

- i) The Secretary of the Tender Board shall convene and chair a meeting for the purpose of opening the tenders which are submitted.

- ii) The time for the tender opening shall be the same as the time set for the deadline for receipt of tenders and shall be announced, together with the place for the tender opening in the invitation to tender.
- iii) All tenders submitted by before the deadline for submission shall be opened in public, in the presence of the tenderers or their representatives and other parties with the legitimate interest in the tender proceedings and the names of all those present at the tender opening and the organizations they represent shall be recorded by the secretary of the University Tender Board.
- iv) At the public tender opening the following information shall be announced:
  - a) The tenderers names.
  - b) The tender prices and the total amount of each tender.
  - c) Written notifications of tender modifications and withdrawals.
  - d) Any alternative tenders if they have been requested or permitted.
  - e) Any discounts.
  - f) The presence of requisite tender security or tender securing declaration as the case may be and,
  - g) Such other details as specified in the tender document.
- v) The information under iv) may, on request, be communicated to tenderers who have submitted tenders, but are not present or represented at the opening of tenders and recorded by the secretary of the tender board or his delegate as each tender is opened.

#### **4.10 Evaluation of Bids**

- i) The Vice Chancellor shall appoint a Bid Review Committee (BRC) as recommended by the University PMU.
- ii) The committee shall evaluate bids by applying the evaluation criteria, sub-criteria and merit points set forth in the solicitation documents and not otherwise.
- iii) The evaluation committee shall prepare a detailed report on the evaluation and comparison of bids giving out the specific reasons on which the recommendation is based for the award of the contract.
- iv) The tender evaluation committee then shall hand over the evaluation report to the Secretary of Tender Board on or before the date of report submission prescribed in the committee appointment letter.
- v) The Secretary of the University Tender Board will convene a Tender Board meeting and distribute summary and detailed sheets to all members of the Tender Board.

#### **4.11 Rejection of All Offers**

- i) The University may reject all offers if:
  - a) There is a lack of effective competition (Note: lack of competition shall not be determined solely on the basis of the number of tenders or the person who made proposals).
  - b) Offers are not substantially responsive to the offer dossier or to the request for proposal and terms of reference.
  - c) The economic or technical data of the project have been altered; and,
  - d) Offers involve costs substantially higher than the original or estimates.
- ii) The appropriate approval of the Tender Board shall be sought before rejecting all tenders.

#### **4.12 Approval of Contract Award**

The University Tender Board shall review the evaluation and recommendation made by the Evaluation Committee and the PMU and may either approve the recommendation and authorize the University to accept the tender and award a contract or refuse to authorize acceptance of any of the tenders and refer the evaluation back to Evaluation Committee and PMU with an instruction to re-evaluate the tenders or recommendation for re-tendering or any other action.

#### **4.13 Negotiation and Award Notification**

- i) The Vice Chancellor shall form a team to negotiate with the winning bidder in a pre-contract meeting.
- ii) In case of procurement of consultancy services, the negotiations shall include the discussion on the following areas:
  - a) Terms of reference.
  - b) The methodology.
  - c) Staffing.
  - d) Inputs; and
  - e) The special conditions of contract.
- iii) The discussion shall not alter the original terms of references of the contract.
- iv) Where the negotiations fail to result in an acceptable contract, the University shall terminate the negotiations and after consultation with the University Tender Board, invite the next ranked firm for negotiations.

#### **4.14 Records, Information and Notices**

- i) The PMU shall maintain a record of procurement proceedings in which it is involved, including decisions and the reasons for it and such records shall be

kept for a period of not less than five years from the date of completion of the contract.

#### **4.15 Inspection and Acceptance of Goods**

- (i) Goods delivered shall be inspected, sampled or tested by the University and they shall not be accepted if they are below the standards stipulated in the contract.
- (ii) Contracts shall contain a clause that the supplier shall be responsible for all costs and expenses incurred due to a justified rejection of his goods on the ground that they are below standards stipulated in the contract.

Subject to (ii) above goods rejected shall be collected by the supplier from the premises of the University within seven working days from the date of rejection of the goods.

#### **4.16 Inspection and Acceptance Committee**

The University shall, for each tender, including call off orders, appoint a goods inspection and acceptance committee which shall inspect the goods at the office of the user, or at the site specified in the contract and any inspection at any other site shall be with a prior consent in writing.

Inspect and count the goods to ascertain whether they are correct and complete in accordance with the agreement.

#### **4.17 Technical or Scientific Test**

In case of a technical or scientific test or experiment, an expert or qualified person in respect of the goods may be invited for consultation, or the goods may be sent to that qualified person for test.

#### **4.18 Goods found to be Correct and Complete**

Where goods are found to be correct and complete, the goods shall be accepted, and the supplier shall be regarded as having effected delivery on the day the goods were brought to the place of delivery; and, after the acceptance, the goods shall be handed over to the responsible officer within the University.

#### **4.19 Methods of Procurement**

Procurement of goods works and related services shall be guided by methods of tendering described below.

#### **4.20 Employment of Consultants**

- i) The selection method, procedure and evaluation criteria to be adopted for all complex assignments shall be determined by the procuring unit.
- ii) Prior to the invitation of consultant to submit proposals.
- iii) The following principal selection methods shall be applied according to the characteristic of the services required:
  - (a) Selection based solely on technical quality.

- (b) Selection based on technical quality with price consideration.
- (c) Selection based on the compatibility of technical proposal and least cost consideration; and
- (d) Selection based on quality and fixed budget.

The adoption of any of the four principal selection methods shall depend on the complexity of the assignment, the impact of the assignment on the resulting end product and the probability that the proposals will lead to comparable outputs.

#### **4.21 Selection Based Solely on Technical Quality**

- (i) In the selection procedure based solely on technical quality, the firm which has submitted the best technically acceptable proposal shall be the first to be invited for negotiations.
- (ii) The envelope containing the financial proposal shall be opened in the firm's presence and its contents examined and where no agreement is reached, then the consultant whose technical proposal is ranked the second shall be invited for negotiations.
- (iii) The exercise may continue until an agreement is reached with one of the firms whose technical proposal is considered satisfactory and retained.
- (iv) The financial envelopes containing the proposals of firms not invited for negotiations will be returned unopened to the firms.
- (v) Quality based selection is appropriate for the following types of assignments:
  - (a) complex or highly specialized assignments for which it is difficult to define precise terms of reference and the required input from the consultants, and for which the client expects the consultants to demonstrate innovation in their proposals.
  - (b) assignments that have a high downstream impact and in which the objective is to have the best experts such as feasibility and structural engineering design of such major infrastructure as large dams, policy studies of national significance, management studies of large government agencies.
  - (c) assignment that can be carried out in substantially different ways, such as management advice and sector and policy studies in which the value of the service depends on the quality of the analysis; and,
  - (d) Architectural services.
- (vi) Subject to (v) (d), novel and complex architectural services may be obtained through architectural competition in accordance with architectural procedures prescribed by the relevant professional regulatory body subject to approval by the relevant Authority.

- (vii) A firm is eligible to participate in architectural competition if it is registered or capable of being registered with the relevant professional body.
- (viii) In quality-based selection, the request for proposals may request submission of a technical proposal only or request for submission of both technical and financial proposals at the same time, but in separate envelopes and the request for proposals shall not provide the estimated budget.
- (ix) If technical proposals alone were invited, after evaluating the technical proposals, the procuring entity shall ask the consultant with the highest ranked technical proposal to submit a detailed financial proposal so that the procuring entity and the consultant shall then negotiate the financial proposal and the contract.
- (x) If consultants were requested to provide financial proposals initially together with the technical proposals, safeguards shall be built in to ensure that the price envelope of only the selected proposal is opened and the rest returned unopened, after the negotiations are successfully concluded.

#### **4.22 Selection Based on Combined Technical Quality and Price Consideration**

- (i) The selection procedure based on the technical quality with price consideration shall start with the evaluation of technical proposals.
- (ii) The technical proposals considered satisfactory and classified by order of merit shall have the corresponding financial proposals opened.
- (iii) After the necessary correction of arithmetic errors are made, a score of one hundred percent shall be given to the lowest financial proposal and the score given to each of the other financial proposals is proportionately reduced.
- (iv) The technical and financial proposals shall be weighted as specified in the request for proposal and the combined value of the two proposals shall be calculated for each firm.
- (v) Negotiations shall be initiated with the firm which has the highest combined score and shall be conducted in accordance with the law, until an agreement is reached with one of the firms whose technical proposals are considered satisfactory and retained.

#### **4.23 Selection Based on Compatibility of Technical Proposals and Least Cost Consideration**

- (i) The selection based on compatibility of technical proposals and least cost consideration may be used in the selection of consultants for assignment of a standards or routine nature where well-established practices and standards exist, and in which the contract amount is small.

- (ii) The procedure starts with the evaluation of the technical proposal and firms whose technical proposals are retained shall be those who scored equal or above the minimum specified threshold.
- (iii) At the stage of examination of financial proposals, only the envelopes containing the financial proposals of consultants who scored equal or above the minimum specified threshold shall be opened.
- (iv) The necessary arithmetical correction will then be made for the purposes of comparison and the consultant whose financial offer is considered the lowest shall be invited for negotiations.
- (v) Where an agreement is not reached, the consultant whose financial offer is ranked second lowest, shall in turn be invited to negotiate and so on until an agreement is reached with one of the best ranked consultants.

#### **4.24 Selection Based on Quality and Fixed Budget**

- (i) The selection based on quality and fixed budget method may be used when the assignment is simple and can be precisely defined and when the budget is fixed.
- (ii) The request for proposals shall indicate the available budget and request the consultants to provide their technical and financial proposals in separate envelopes, within the budget.
- (iii) Terms of reference shall be prepared to make sure that the budget is sufficient for the consultants to perform the expected tasks.
- (iv) Evaluation of all technical proposals shall be carried out first and the price envelopes of those scoring above the minimum threshold shall be opened in public.
- (v) Proposals that exceed the indicated budget shall be rejected.
- (vi) The consultant who has submitted the highest ranked technical proposal among the rest shall be selected and invited to negotiate a contract.

#### **4.25 Selection Based on Consultants Qualification**

- (i) The selection based on consultants' qualification may be used for very simple assignments for which the need for preparing and evaluating competitive proposals is not justified.
- (ii) In selection based on consultants' qualification, the procuring entity shall: -
  - (a) Prepare the terms of reference.
  - (b) Request expressions of interest and information on the consultants' experience and competence relevant to the assignment.
  - (c) Establish a short list; and,

- (d) Select the firm/ individual with the most appropriate qualifications and references.
- (iii) The selected firm/ individual shall be requested to submit a combined technical and financial proposal and then be invited to negotiate the contract.

## **SECTION FIVE**

### **STORES FUNCTIONS AND PROCEDURES**

#### **5.0 Introduction**

This part details the systematic management of our inventory, emphasizing accountability, accuracy, and operational efficiency. From inventory control to procurement processes, this section serves as a comprehensive guide for optimal stores management within our organization. The Stores Unit shall be headed by Supplies Officer who will be reporting to Head of Procurement Management Unit (HPMU).

#### **5.1 STORES FUNCTIONS**

- i) It shall be the duty of the Supplies Officer to ensure that all goods purchased by the University are received and checked before they are expended or kept in the stores.
- ii) Inspectors shall satisfy him/herself that the stores are in good condition, correct in quantity and of the required specifications and shall sign a certificate attached thereto particulars of any deficiency, damaged or broken.
- iii) Goods Receiving Note shall be written by Supplies Officer as an official acknowledgment of stores received by the University.
- iv) User's requirements for items kept in the stores shall be ordered from the store.
- v) It shall be the duty of the Supplies Officer to notify the Head of Procurement Management Unit (HPMU) on stock items requiring replenishment by filling the Purchase Requisition Form (PRF).
- vi) Where the Supplies Officer is absent from duty, it shall be mandatory to hand over duties to another officer who shall be appointed by the Head of the PMU to act as Supplies Officer.
- vii) It shall be the duty of The Deputy Vice Chancellor Planning, Finance and Administration to ensure that an annual stocktaking is conducted at the end of the financial year.
- viii) Where stock items are deemed obsolete or damaged, the procedures for their sale or disposal shall be in accordance with these Regulations.
- viii) It shall be the duty of the Supplies Officer to report immediately any losses of stock which may occur within the stores to the Head of Procurement Management Unit.
- ix) It shall be the duty of the Vice Chancellor to ensure that a register for recording stores losses is maintained by the Bursar.
- x) The Head of PMU ensures that up-to-date stocks records are maintained in stores and that appropriate codes are established as detailed in the Accounting and Store and Procurement Manual (ASPM).

## **5.2 STORES PROCEDURES**

- i) The Supplies Officer shall ensure that all receipts are documented and records are maintained to evidence movement of stocks within and out of the University as detailed in the Accounting and Procurement and Stores Manuals.
- ii) The procedures governing the receipt of stores from suppliers for the University's use shall aim at ensuring that payment is made only for the quantities actually received in good order and conditions meeting the required specifications.
- iii) Once goods are received shall be subjected to inspection and check with the Consignment Note or Delivery Note that all ordered items have been correctly delivered and if they are intact and undamaged.
- iv) Any package, box, which shows a sign of damage or of being tampered with, should be opened immediately and the contents checked in the presence of the persons making the delivery.
- v) Where goods are damaged or deficient, their delivery may either be refused or the nature of the damage or deficiency should be entered on the Consignment Note, Delivery Note (or damage and shortage report form) appropriate shelter and security.
- vi) The stores of the University shall be locked. The keys to which shall be maintained by two separate officers, one key to be kept by the Stores Officer and the other to be kept in the safe box of the University.
- Vi) Entry to the University stores shall be restricted.
- vii) No employee of the University or outside person shall be allowed to enter into stores with any personal property. Where it is necessary, the personal properties shall be registered and left at the entrance.
- viii) There shall be a register maintained to record the movement of people into and out of the University's stores.
- ix) It shall be the duty of the Head of the Procurement Management Unit to advise the Management on the most appropriate security measures to be made within the stores, including firefighting equipment and insurance covers.

## **5.3 STOCK TAKING**

Stock-taking is a critical process aimed at ensuring the accuracy and accountability of our inventory. To maintain a robust control system, stock taking activities will be conducted annually.

### **5.4 Stock taking procedures**

The stock-taking process requires careful planning to ensure its efficiency and effectiveness. Prior to the commencement of stock-taking, the Procurement and Stores team will engage in the following process.

- i) Notifying Relevant Departments

Notification will be sent to all relevant departments about the upcoming stock-taking activities. This ensures collaboration and cooperation from various units within the organization.

ii) Coordinating Resources

The Procurement and Stores team will coordinate the necessary resources, including personnel, tools, and documentation required for a thorough stock-taking exercise.

iii) Set a Schedule

A detailed schedule will be established, clearly outlining the start and end dates of the stock-taking process. This schedule will be communicated to all involved parties well in advance.

iv) Conducting Training Sessions

Training sessions will be organized for the stock-taking team to ensure they are well-versed in the procedures, tools, and expectations. This step is crucial for maintaining consistency and accuracy throughout the process.

v) Reviewing Documentation Requirements

The documentation required for stock-taking will be reviewed, and any necessary updates or adjustments will be made to streamline the process.

vi) Approval

Once the planning phase is complete, the finalized stock-taking plan, including the schedule and procedures, will be submitted for approval to the appropriate authority.

vii) Communication

A communication plan will be executed to inform all relevant stakeholders about the approved stock-taking schedule, emphasizing the importance of cooperation and compliance.

## **5.5 Roles and Responsibilities**

i) Team Leader

- a) Oversees the entire stock-taking process and ensures that it is executed according to the established plan.
- b) Coordinates with department heads, and other stakeholders.
- c) Responsible for resolving any issues or discrepancies that may arise during stock-taking.

ii) Counters/Enumerators

- a) Physically count and verify the quantity of items in each inventory category.
- b) Record accurate counts on stock-taking forms or electronic devices.
- c) Report any damaged or missing items promptly to the Team Leader.

iii) Record Keepers

- a) Maintain detailed documentation of stock counts and observations.
- b) Ensure that stock-taking forms or electronic records are accurately completed.
- c) Collaborate with Counters to address any discrepancies.

**5.6 How discrepancies will be managed.**

i) Immediate Documentation

Any identified discrepancies should be immediately documented on stock-taking forms or electronic records. Include details such as item description, quantity difference, and location.

ii) Verification and Validation

Discrepancies should be verified through a collaborative effort involving team leaders, supervisors, and external auditors. This may include recounting, checking delivery notes, or consulting procurement records.

iii) Root Cause Analysis

Investigate the root causes of discrepancies. It could involve reviewing procurement processes, examining documentation accuracy, or checking for possible theft or damage. Addressing the underlying issues is crucial for preventing future discrepancies.

iv) Communication with Department Heads

Inform the heads of affected departments about identified discrepancies. Collaborate with them to understand potential reasons for the discrepancies and implement corrective actions within their respective areas.

v) Immediate Correction (if possible)

Correct any discrepancies that can be immediately rectified during the stock-taking process. For example, if misplaced items are found nearby, ensure they are returned to their correct location.

viii) Formal Reporting

Compile a formal report summarizing all identified discrepancies, investigations conducted, and corrective actions taken. This report should be shared with relevant stakeholders, including department heads and senior management.

ix) Adjustment of Records

Update inventory records to reflect the verified and validated stock levels. Make necessary adjustments to ensure accurate documentation aligns with the physical counts.

x) Continuous Improvement

Use insights gained from the investigation to implement continuous improvement measures. This may involve revising procedures, enhancing training programs, or strengthening internal controls.

xi) Training and Awareness

Implement additional training sessions or awareness programs to educate personnel involved in stock-taking about the importance of accuracy.

## **SECTION SIX**

### **FIXED ASSET MANAGEMENT**

#### **6.0 Introduction**

Emphasizing the critical role of effective asset management in optimizing resources and ensuring accountability.

In this Manual, Fixed asset management will mainly consider the three (3) things, that is Asset coding, Asset disposal and Annual asset verification. The other part of Fixed asset management will be in Accounts Finance Manual.

#### **6.1. Asset Coding**

- a) Clearly define the purpose of asset coding for standardized identification.
- b) Identify components of the asset code, such as department and location codes.
- c) Detail the creation, assignment, and modification processes.
- d) Emphasize integration with the asset register for comprehensive tracking.

#### **6.2 Asset Disposal**

- a) Define criteria determining when an asset is eligible for disposal.
- b) Specify the authorization process for approving disposals.
- c) Outline acceptable disposal methods based on asset conditions.
- d) Clearly state documentation requirements for recording disposals.
- e) Highlight the importance of promptly updating the asset register.

#### **6.3 Annual Asset Verification**

- a) Communicate the purpose of annual verification for accuracy.
- b) Define the verification team and their specific responsibilities.
- c) Describe the physical verification process, including counting and validation.
- d) Specify documentation requirements, such as verification forms and reports.
- e) Outline procedures for reporting and resolving discrepancies.
- f) Emphasize the integration of verification results with the asset register.

**Appendix I**  
**INTENTION TO PROCURE**

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**From:** Institute/School/Department \_\_\_\_\_

**To:** KU Head Procurement Management Unit

Name of Requesting Officer: \_\_\_\_\_

Title of Requesting Officer: \_\_\_\_\_

**Date:** \_\_\_\_\_

I/We intend to make the following procurement during the month of \_\_\_\_ of 20\_\_\_\_

A/C CODE	DESCRIPTION OF ITEMS	QUANTITY REQUIRED	VOTE FUNDS AVAILABLE	REMARK

I certify that funds are available in my vote for the items and quantities required.

Signature of Requesting Officer: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewed by Finance Officer \_\_\_\_\_ Date \_\_\_\_\_

Reviewed by Procurement Unit \_\_\_\_\_ Date \_\_\_\_\_

Approved by DVCPFA/DVCAC/VC \_\_\_\_\_ Date \_\_\_\_\_

Notes

**Attach all required support documents**

- i) Budgeted evidence and procurements implementation plan
- ii) Terms of reference for services
- iii) Technical Specification, items need description
- iv) Any other relevant documents for supporting the procurement processes

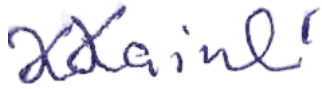
**Appendix II****LIMITS OF AUTHORITY/THRESHOLD FOR DVC-PFA, TENDER BOARD AND VICE CHANCELLOR**

Type of Contract	DVC-PFA	Tender Board	Vice Chancellor
Works		1,800,000,000/=	
Goods		1,000,000,000/=	
Services		160,000,000/=	

**Appendix III****LIMITS FOR METHODS OF PROCUREMENT – GOODS, WORKS AND SERVICES**

Method of Procurement	Goods, TZS	Works, TZS
National/International Competitive Tendering	Up to TZS 1,000,000,000/-	Up to TZS 1,800,000,000/-
Restricted Tendering	Up to TZS 400,000,000/-	Up to TZS 800,000,000/-
Competitive Quotations	Up to TZS 80,000,000/-	Up to TZS 200,000,000/-
Single Source Procurement	No Limit but must be justified and have VC Authorization	Up to TZS 100,000,000/-
Minor Value Procurement	TZS 5,000,000/-	Up to TZS 10,000,000/-

*This manual was approved by the Board of Kairuki Health and Education Network at its meeting held on 18<sup>th</sup> September 2024. The manual shall come into effect on 19<sup>th</sup> September 2024 and Management is responsible for its implementation and periodic review in accordance with University governance requirements.*



*Kokushubila Kairuki  
KHEN Chairperson*