



**KILIMANJARO CHRISTIAN MEDICAL
UNIVERSITY COLLEGE**
(A Constituent College of Tumaini University Makumira)

DELEGATIONS POLICY

MAY 2024

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GLOSSARY OF TERMS

“Authority” means the legal and formal right to give commands and make decisions.

“Authorizations” means conferring powers or functions on a non-statutory basis.

“Board” refers to the College Governing Board (CGB).

“Board Chairman” means the Chairperson of the College Governing Board.

“Budget approving authority” means the College Governing Board.

“College” means the Kilimanjaro Christian Medical University College or KCMUCo.

“Commitment” means any agreement, order, renewal, or contract amendment that ultimately commits the organization to make payments. The document to be signed can take the form of a purchase order, contract, or other document with legal effect.

“Decision-maker(s)” means person(s) or a committee responsible for making strategically important decisions based on a number of variables, including time constraints, resources available, the amount and type of information available and the number of stakeholders involved.

“Delegate” means the position/Committee or officer of the College authorized to carry out the delegation.

“Delegation” means the transfer of authority to a position or

Committee to act on behalf of the College or to bind the College within the scope of power to a legally enforceable obligation. For this Policy, the term 'delegations' is generally used to cover both delegations and authorizations. Delegation means conferring a statutory power or function.

“Delegation of Authority” means the mechanisms by which the College enables officers of their organization to act on its behalf or transfer responsibility for a task to another employee.

“Delegation Policy” means mechanisms by which an organization enables officers of their organization to act on its behalf.

“Designated Individual” means a College employee delegated authority by this Policy.

“Employee” means a person employed by the College (KCMUCo) for wages or salary. For clarity, this term includes academic, administrative, technical, Management, and professional staff.

“Governance” means the procedures, systems, structures, regulations, and rules through which the College makes decisions on its affairs and is held accountable for them and its use of funds. Governance is about the College ensuring that it is **doing the right thing**.

“Junior cadre” means academic staff at the level of Tutorial Assistant, Assistant Lecturer, Lecturers, and the following administrative staff cadres - laboratory attendants/assistants, Office Secretaries, Clerical workers, Assistant technicians, Office supervisors, Office Management Secretaries, and Department coordinators.

“Management” means the pursuit of the agreed College strategic

aims and objectives, the implementation of agreed policies, the preparation of new policy proposals, and the efficient and effective deployment of resources. Management is about the College ensuring that it is **doing things right**.

“Management Team” means employees of the College directly reporting to the provost and designated to manage a function, a Faculty, an Institute, a Directorate, or a specific Department within the College.

“Micro value procurements” means procurement method used for the day-to-day items required to do routine activities and operations also called shopping. It is appropriate when the total cost is up to **TZS 5,000,000** for Goods, **TZS 10,000,000** for Works, and **TZS 5,000,000** for Non-Consultancy Services (NCS). Micro procurements are approved and awarded by the Accounting Officer without asking for competitive quotations when the price is reasonable, based on comparison of three Proforma Invoices.

“Mid-level cadre” means administrative staff at Junior Managerial level, all administrative staff cadres, Admissions officers, Examination officers, Head of units – PMU, Public Relations, Associate Deans, and Deputy directors.

“Minor value procurements” means a procurement method for Goods, works and services of a Minor nature whose highest limit values are **TZS 10,000,000** for Goods, **TZS 20,000,000** for works and **TZS 10,000,000** for NCS.

“Powers” means the ability or potential conferred on an individual to influence others and control their behavior.

“Protocol” means a system of rules that explain the correct conduct

and procedures to be followed in a situation or formally.

“Public life” means that part of social life, which is seen publicly, in the open, as opposed to more private social interaction within families or private clubs.

“Natural Person” means a title used to identify an individual *human being*, also sometimes referred to as a physical person. This is different from a legal person, which can be an individual or a company.

“Senior cadre” means academic staff at the rank of Senior Lecturers, Associate Professors, Professors, Head of academic departments, Deans, Directors of Academic directorates and institutes, Deputy Provosts, Provosts and administrative staff with a post of a Senior manager of a large administrative unit of the College, Bursar, Corporate Secretary or College legal secretary, Directors of administrative directorates, Chief Internal Auditor, Dean of students, Deputy Provosts, Provosts, Members of CGB.

LIST OF ABBREVIATIONS

Abbreviation	Long Form
AO	Accounting Officer
APP	Annual Procurement Plan
ARMC	Audit and Risk Management Committee
CAC	College Academic Committee
CDD	Committee of Deans and Directors
CEO	Chief Executive Officer
CGB	College Governing Board
CLS	College Legal Secretary
DLS	Director of Library Services
DP	Deputy Provost
DPA	Deputy Provost Administration
DPAA	Deputy Provost Academic Affairs
ECM	Executive Committee of the Management
Ex Com	Executive Committee
HLI	Higher Learning Institution
HPE	Health Professions Education
HRSAC	Human Resources and Students Affairs Committee

JD	Job Descriptions
KCMUCo	Kilimanjaro Christian Medical University College
M&E	Monitoring and Evaluation
NCS	Non-Consultancy Services
PFIC	Planning, Finance, and Investments Committee
ToRs	Terms of Reference

FOREWORD

The Delegations Policy establishes a framework for delegating authority within the Kilimanjaro Christian Medical University College (KCMUCo) in a manner that facilitates efficiency and effectiveness and increases the accountability of college officers, staff, and partners for their performance. Delegation of authority within the College is intended to achieve six objectives: -

- (i) to ensure the efficiency and effectiveness of the College administrative processes;
- (ii) to ensure that the appropriate officers have been provided with the level of authority necessary to discharge their responsibilities;
- (iii) to ensure that delegated authority is exercised by the most appropriate and best-informed individuals within the College;
- (iv) to ensure internal controls in the College are effective;
- (v) to protect employees and volunteers who have made decisions within the limit of their authority;
- (vi) to give the Board its visibility and the Provost a mechanism to ensure that only College staff and collaborators with appropriate skills and seniority will make decisions and enter into commitments on behalf of the College.

Delegations are a key element in effective governance and management of the college and provide formal authority to particular officer/staff and collaborators to commit the College and/or incur liabilities for the College.

We recognize that delegations are not just about assigning tasks but also about developing and nurturing talent. By delegating responsibilities, the College provide its staff opportunities to grow, learn new skills, and take on more significant challenges. This Policy, therefore, encourages College managers at various levels to identify and apply the strengths of their team members while also providing them with the necessary support and resources to succeed. Effective

delegation is a crucial driver of the College's success. By leveraging the College workforce's expertise and capabilities, we can achieve our objectives and mission of providing quality Health Professions Education (HPE) and healthcare services. We are confident that this Policy will serve as a valuable resource for all staff members, guiding them in their delegation efforts and ensuring that our College continues to thrive.

I would like to express our sincere gratitude to all those who contributed to the development of this Policy. Their expertise, insights, and dedication have been instrumental in shaping the document to its current form. I also extend our appreciation to all staff members for their commitment to excellence and their willingness to embrace delegation to achieve our shared goals and vision.

I encourage all officers and staff of the College to familiarize themselves with this Policy and actively engage in the delegation process.

Prof. Ephata E. Kaaya
Provost, KCMUCo.

1.0 INTRODUCTION

1.1 Background

The KCMUCo Authority Delegations Policy is a comprehensive guide for delegating authority and decision-making processes within the Kilimanjaro Christian Medical University College (KCMUCo). This Policy is designed to ensure effective and efficient operations and promote accountability and transparency in decision-making. Delegation is a fundamental aspect of organizational Management that allows for the distribution of authority, responsibility, and decision-making to appropriate individuals or groups within the institution. By delegating tasks and decision-making authority, KCMUCo aims to empower its employees and enhance their professional growth while ensuring that decisions align with the institution's mission, vision, and strategic goals.

This Policy outlines the principles, guidelines, and procedures for delegation at KCMUCo, emphasizing the importance of clear communication, accountability, and oversight. The Policy provides a framework for identifying the appropriate level of authority to be delegated, the responsibilities of both delegators and delegates and the mechanisms for monitoring and evaluating delegated tasks and decisions. Furthermore, the Policy highlights the importance of training programs for equipping employees with the necessary knowledge, skills, and attitude to carry out delegated tasks effectively. It also recognizes the need for ongoing communication and feedback mechanisms to ensure delegated tasks are executed promptly and satisfactorily.

By adhering to the delegation's policy, KCMUCo aims to create a culture driven by trust, collaboration, and empowerment that

encourages employees to take ownership of their responsibilities and contribute to the institution's overall success. KCMUCo shall regularly review and update the Policy to incorporate KCMUCo evolving needs and priorities, ensuring its continued relevance and effectiveness.

In summary, the KCMUCo Delegations Policy provides a framework for delegation that promotes accountability, transparency, and effective decision-making within the institution. It is a vital tool for empowering employees, enhancing organizational efficiency, and ultimately, achieving KCMUCo mission of providing quality education, research, and healthcare services.

1.2 The Vision of The College

A transformative Christian Center of Excellence that provides evidence-based health training with sustainability.

1.3 Mission of The College

To provide an enabling environment for innovative and quality teaching, research, and services responsive to national and global needs.

1.4 The Core Values of The College

Love, Mercy, Compassion, Integrity, Transparency, Diversity, Creativity, Innovation, Excellence and Accountability

2.0 PURPOSE AND RATIONALE

2.1 Purpose

The Delegations Policy establishes a clear framework for delegating authority and responsibilities within the Kilimanjaro Christian Medical University College (KCMUCo). The Policy aims to ensure efficiency and effectiveness in the functioning of the College by defining and facilitating the process and guidelines for delegating tasks to appropriate organs, Management, teams, or individuals.

2.2 Rationale

The rationale behind the Delegations Policy is to promote accountability, enhance productivity, and foster a culture of teamwork and collaboration within KCMUCo. Delegating authority, responsibility, and duties allows for workload distribution, ensuring that tasks are assigned to individuals with the necessary skills and expertise. The Delegation Policy empowers staff when responsibilities are delegated and provides them with opportunities for growth and development.

3.0 OBJECTIVES

The College Delegations Policy aims to optimize the utilization of resources, improve organizational efficiency, and create a conducive working environment to promote employees' satisfaction and overall institutional success. Specifically, the objectives of the Policy are to:

-

- (i) Clearly define the process and guidelines for duty delegation within KCMUCo.
- (ii) Ensure that responsibilities are delegated to individuals

based on their skills, expertise, and capacity to perform the tasks effectively.

- (iii) Promote accountability by clearly outlining the expectations and reporting mechanisms for delegated tasks.
- (iv) Enhance productivity by distributing workload and preventing bottlenecks in task completion.
- (v) Develop a teamwork culture and collaboration by encouraging communication and coordination among individuals and teams involved in duty delegation.
- (vi) Provide employee growth and development opportunities by empowering them with additional responsibilities and tasks.
- (vii) Establish a framework that allows evaluation of the effectiveness of delegation and making necessary adjustments to improve the process

4.0 THE SCOPE

This Policy applies to Board members, Board committee members, all University officers, and staff with delegated authority and to all powers and functions delegated by the Policy. Delegations outlined in this Policy shall apply to all College activities across all units and locations. By their nature and the Charter and Rules, delegations may only be made to natural persons within the College Governing Board, Management, or a College staff member.

5.0 POLICY STATEMENTS

The College Governing Board (CGB) is the supreme body of KCMUCo and is the ultimate authority for all duties, powers, and functions. Except for matters reserved for the Board, CGB may

delegate responsibilities, powers and functions to its Sub-Committees, the College Academic Committee (CAC) and the Provost. These powers and functions shall be delegated to an appropriately qualified committee or staff position. A delegation of authority empowers decision-making and assures that a committee or staff is making decisions after a delegation of authority from a more senior committee or staff position. Delegations of authority are primarily established within the relevant KCMUCo policies, and the minutes written by the delegating officer, or the minutes of the conferring organ or committee.

The College is aware that delegations are critical components of the College to ensure strong, effective, and efficient Governance and Management. This commitment is essential because sound corporate governance, academic governance, and administrative practices represent a significant responsibility for those who hold delegation authority or are delegated.

Further, the College is aware that delegations are the mechanisms by which it enables its officers to act on behalf of the College and the CGB. Among other things, delegations provide formal authority to staff to commit to the College and incur liabilities for the College. To that end, the College shall ensure that delegations comply with statutory and legislative requirements, including the provisions under the *KCMUCo Charter and Rules (2010)*. Thus, the delegation of authority shall: -

- (i) Support the implementation of objectives and achieving goals in the College strategic plan.
- (ii) Align responsibility, accountability to facilitate efficiency, effectiveness and increase staff's accountability for their performance.
- (iii) Reflect the College's commitment to integrity and equity in its activities.

- (iv) Place decision-making powers as close as possible to the point of service delivery within the College to allow decisions to be made more efficiently and effectively in response to stakeholder needs.

5.1 College Governing Board (CGB) Authority and Direction.

The KCMUCo CGB has the power to do all things in connection with the performance of its functions and, in particular, has the power:

- (i) To acquire, hold and dispose of property.
- (ii) To enter institutional partnerships.
- (iii) To participate in joint ventures and arrangements for the sharing of profits.
- (iv) To borrow and to lend money.
- (v) To approve the annual budget of the College.
- (vi) To do anything incidental to any of its powers.

5.2 Provost's Authority and Direction.

Subject to any relevant policy provisions, the Provost has the authority to exercise all delegations of power made by CGB to any KCMUCo staff (delegate), except delegations made by CGB to its Sub-Committees. To that end, the -

- (i) Delegates depend on the direction and authority of the Provost and are answerable to the Provost for the proper exercise of delegations of power in their area.
- (ii) Provost may determine any new or existing delegations of authority.
- (iii) Exercise of delegations of authority and authorizations shall be periodically reviewed and approved by the Provost.

5.3 Principles of Delegation of Authority.

- (i) Authority shall be delegated according to the existing KCMUCo Policies, Regulations and Procedures and the KCMUCo Delegation guidelines (**Appendix 1**).
- (ii) Delegations shall be clearly defined and communicated to ensure **understanding** and **transparency** throughout the College. The Policy shall outline the authorities delegated to each level or position within the organization (**Appendix 1**).
- (iii) Delegations shall be **assigned at the appropriate level** within the College, considering factors such as expertise, experience, and the nature of the decision or action being delegated.
- (iv) It is **not an absolute requirement for a delegate to accept and exercise** the delegation of authority. If unsure, the requested delegate shall refer a matter to a more senior committee, officer, or staff member in the line of authority.
- (v) Usually, it is a position **assigned** delegation of authority, not an individual. However, under delegation of authority, the responsibility and accountability of decisions rests on the individual occupying the role.
- (vi) Delegations shall establish clear **lines of accountability**. Individuals who are delegated authority shall understand their **responsibilities** and be held accountable for their actions and decisions.
- (vii) Delegations shall consider the **level of risk** associated with the decision or action being delegated. Higher-risk decisions may require higher levels of approval or additional safeguards.
- (viii) The College shall **periodically review** delegations to

ensure they remain appropriate and effective. The College shall put Mechanisms for monitoring and oversight in place to ensure compliance with delegated authorities.

- (ix) Individuals who are delegated authority shall **receive appropriate training and support** to understand their responsibilities and exercise their delegated authority effectively.
- (x) The responsible authority or office shall **appropriately document delegations and records** to provide a clear audit trail and ensure transparency and accountability.
- (xi) Delegations shall be **applied consistently** throughout the College to avoid confusion and ensure fairness.
- (xii) Delegations shall **allow flexibility** to accommodate changes in the College structure, processes, and requirements.
- (xiii) The respective Committee TORs, Charter, and related guidelines provide details of the duties, powers, or functions delegated to a committee.
- (xiv) The delegating body or officer may **revoke** a delegation.
- (xv) A delegate may only exercise authority concerning a **transaction as a whole**, not part of it.

5.4 Conflict of Interest and Personal Benefits.

When implementing their delegated authorities, delegates shall observe conflicts of interest situations as follows: -

- (i) A staff member shall not carry out a delegation of authority or recommend or influence a person about the exercise of a delegation without **declaring any conflict of interest**.
- (ii) A delegate shall not exercise a delegation of authority to approve a recommendation he/she made either

wholly or partly.

5.5 Withdrawal of Delegation of Authority.

The delegating body or the College can withdraw delegated authority in the following circumstances: -

- (i) When a supervisor determines that there is sufficient cause to remove or restrict a staff member's exercise of a delegation.
- (ii) When there is a breach of the provisions of this Policy or any action that may be regarded as misconduct or serious misconduct, such actions may be subject to disciplinary action.
- (iii) Notwithstanding (i) and (ii) above, if there is a complaint that delegation of authority has been inappropriately exercised, the aggrieved staff shall follow the college grievance reporting procedures.

6.0 DELEGATION PROCEDURES.

6.1 Use of The College Seal.

The Board may specify any documents that must be sealed. In that case, the Board delegates the Provost to seal a document on behalf of KCMUCo. The Provost may delegate the Deputy Provost Administration (DPA) to seal a document on his behalf and the College. The Provost may authorize another competent officer, on behalf of KCMUCo, to sign any document(s) or classes of documents *other than those that must be sealed.*

6.2 The College Governing Board (CGB) Exercise of Delegation.

Matters exceeding the Provost's delegation limits (*Matters Reserved for the Board*) that require the Board's approval shall be approved by CGB or through Circular Resolution. In exceptional circumstances, the Chairperson of CGB may convene a meeting of CGB Committee Chairpersons or the Executive Committee of CGB (ExCom) to deal with a matter on behalf of the Board that is considered very urgent to wait for the next ordinary meeting of the Board, and that is not appropriate to deal with by way of Circular Resolution.

6.3 Down Delegation and Acting Arrangements in the College.

Delegation of authority transfers power downward from a senior to a junior level position, officer, or staff. This is important for the College because the senior leader or position cannot handle all the processes. Also, this helps the holder of the senior position to manage work since it is not possible for a specific senior person to handle the whole volume of work by himself/herself. Notwithstanding those above: -

- (i) Powers and Matters reserved solely for the Board may not be delegated.
- (ii) Delegations defined in the College Charter and Rules may not be delegated except in exceptional circumstances.
- (iii) A delegate appointed to, or otherwise temporarily acts in, a post shall have the same delegation authority as the *substantive person* holding the post.
- (iv) A staff who exercises supervisory responsibilities can exercise the delegated authority conferred upon him/her but can only do so for a staff member under his/her jurisdiction.
- (v) Usually, a more senior person, officer, staff, or Committee than the delegate, in the line of accountability, directs and supervises a delegate.

- (vi) A more senior committee, officer or member of staff shall hold the same delegated function as the named delegate unless it is specified for legal reasons.
- (vii) A **delegation cannot be sub-delegated**, but within the area of responsibility, a delegate may authorize a committee or member of staff to perform regular administrative assignments and systems processes required to carry out a delegation of authority.
- (viii) Regarding section (vii) above, a delegated person may also appoint a committee, group or individual to advise about exercising a delegation of authority. However, *the delegate* remains responsible for making the decision, and for the decisions made.
- (ix) For smooth and efficient administration of the College, **for all acting delegations** not defined in the Charter and Rules or any other legislation, permissions to appoint an **acting delegate, at all positions and levels**, shall first be discussed with, and approved by the Provost as per powers delegated to him/her by the relevant organs and instruments of governance.
- (x) After implementing section (ix) the officer shall then inform the agreed upon delegate and issue a letter with the Terms of Reference (ToRs) for the duty and a list of activities to be implemented during the acting period.

6.4 Financial Authority Delegation.

A Financial Delegation is the approval to purchase goods or services on the College's behalf and is subject to an approved budget. An employee needs Financial Delegation to perform purchase approvals, but following other procurement legislations, policies, and procedures. Each Financial Delegate is assigned a specific delegation level. To that end: -

- (i) The delegation of a function to a committee or member of staff is limited to the business and affairs of the relevant College unit unless specified otherwise in the ToRs of the delegation or appropriate instruments.
- (ii) The DPA shall manage all *applications* for financial delegations when there is need in consultation with the Provost as the Accounting officer.
- (iii) The relevant delegate must authorize applications for financial delegations. If it requires delegation across multiple departments, it must be approved by a delegate with financial delegation across all budget areas.
- (iv) The College financial transactions shall not be delegated and transacted through credit or debit cards. It shall be an offence for any officer to generate a credit card, except under valid circumstances when permission to do so is **RESERVED** to the CGB.
- (v) If the CGB invokes Section (iv), the Head of Finance shall be responsible for the custody use of the credit card after the express authority of the Provost, and this role cannot be **DELEGATED**.
- (vi) All transactions made through Section (v) shall be reported to the CGB quarterly for transparency and accountability.
- (vii) Notwithstanding the content of the sections above, the expenditure approving authority is the Accounting Officer.

7.0 POLICY IMPLEMENTATION.

Generally, it is the responsibility of the Provost to oversee and ensure proper implementation of delegation authority in the College. Other

Administrative units, including Human resources and administration Legal Affairs, shall work with the Provost to establish guidelines, schedules, policies, and procedures for delegating authority.

8.0 MONITORING AND EVALUATION (M&E).

8.1 Policy Monitoring.

- (i) The College is committed to ensuring this Policy is effectively implemented and adhered to across all its departments/units. Therefore, the Policy will be regularly monitored by the College Governing Board's (CGB) Committee Responsible for Human Resources Management and Administration (Human Resource and Students Affairs Committee – HRSAC) to ensure its effective implementation.
- (ii) The HRSAC will review all delegation practices and procedures regularly to ensure they remain consistent with the objectives of the College and comply with all relevant laws and regulations.
- (iii) Monitoring will involve regular audits of delegated decisions to verify that they have been made within the Framework of this Policy.
- (iv) The Committee will also monitor the training and support provided to individuals to whom authority has been delegated to ensure they are competent in their roles and responsibilities.

8.2 Policy Evaluation.

- (i) The Board Committee will conduct an annual evaluation of this Delegation Policy to assess the effectiveness of the

Policy in achieving its objectives and identify any areas for improvement.

- (ii) The evaluation will consider feedback from staff members, students, and other stakeholders and any issues or concerns raised during the monitoring process.
- (iii) The impact of the Policy on college operations shall also be assessed by evaluation, focusing on decision-making efficiency, risk management, and accountability.
- (iv) The evaluation findings will inform any necessary revisions to the Policy.

8.3 Reporting.

- (i) The Committee shall provide an annual report to the CGB on implementing the Delegation Policy.
- (ii) The report shall include information on the outcomes of the monitoring and evaluation processes, any identified issues or risks, and recommendations for policy revisions.

9.0 ROLES AND RESPONSIBILITIES.

9.1 Roles and Responsibilities of the College Governing Board (CGB).

The CGB is responsible for delegating authority to the executive leadership team through the Provost and ensuring that the delegated powers are aligned with the strategic objectives of KCMUCo.

9.2 The Role of the Leadership Team Through the Provost.

The Provost is responsible for implementing and managing the delegated authorities within his/her respective areas of responsibility, including ensuring compliance with relevant laws, regulations, and College policies. A delegated person shall:

- (i) Maintain the delegation of power while ensuring accurate and consistent adherence to all relevant policies and procedures within the delegation of authority.
- (ii) Review compliance with delegations of authority regularly.
- (iii) Act while observing the principles of delegation of authority and relevant legislation.
- (iv) Ensure approval of expenditure by a position or Committee within approved budget confines.
- (v) Maintain a record of all authorizations granted and inform the relevant senior authority.
- (vi) Not commit the College to an action unless his/her delegation of authority is still current.
- (vii) Before binding the College to a decision, perform due diligence and ensure relevant and timely risk, legal and other advice have been obtained.

10.0 RELATED LEGISLATIONS.

- (i) The Universities Act No. 7 of 2005 (Cap 346).
- (ii) Universities (General) Regulations, 2013.
- (iii) The College Charter and Rules 2010.
- (iv) The KCMUCo Financial Regulations,
- (v) The KCMUCo Accounts Policy and Manual.
- (vi) The KCMUCo Procurement Policy and Procedures.
- (vii) KCMUCo Schemes of service.

- (viii) KCMUCo Staff regulations and Conditions of Service.
- (ix) KCMUCo Communication Policy.

11.0 POLICY REVIEW.

Informed by the findings of the M&E processes, the College shall review the implementation of the Delegations Policy at least every five years or more frequently if necessary or as may be directed by the CGB.

12.0 APPROVAL.

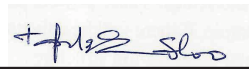
The College Governing Board approved this Policy on 15th May 2024.

Signed:



Prof. Ephata E. Kaaya
Secretary – KCMUCo CGB

Signed:



Hon. Bishop Dr. Fredrick O. Shoo
Chairman – KCMUCo CG

APPENDIX 1: GUIDELINES FOR DELEGATION OF DECISION- MAKING POWERS.

The guidelines for delegation is a reference scheme showing the powers of the College Governing Board (CGB) and what authority it has delegated to committees, to the Chief Executive Officer (CEO), and to other College staff and organs under the powers of prescribed in the Charter and Rules. The College delegations' guidelines are structured in three parts: -

Part 1.0: Outlines the basic framework and principles for delegating decision-making powers at the College.

Part 2.0: Outlines the protocol for the use of delegated decision-making powers.

Part 3.0: Contains a detailed listing of specific **reserved/delegated** decision-making powers as stipulated in the Charter and Rules. These powers shall be reviewed and updated regularly and may be subject to change, for example, if there will be adjustments to the committees and their structure, job titles and roles or a change in the organization structure.

1.0 THE FRAMEWORK AND PRINCIPLES FOR DELEGATIONS.

1.1 Purpose of the Guidelines

- (i) These guidelines confirm the location of specific powers for certain key decisions to be made in the name of the Kilimanjaro Christian Medical University College (KCMUCo). The guidelines are not intended to be complete description of the roles, jobs, responsibilities and powers of all College bodies and individuals.

Typically, such detailed authority is set out in the Charter and Rules, the Board Charter, and Board Committee Charters and Terms of Reference (ToRs) or rests with individual senior officers and staff Job Descriptions (JD).

- (ii) The guidelines are concerned only with the location of power for the final approval stage of the decision-making process. They are not concerned with the area of responsibility for the original formulation of whatever proposal or recommendation requiring a final decision to be made. The term RESERVED is used throughout the guidelines to denote those powers that are confined to and will not be DELEGATED from the body or individual in question.
- (iii) Any questions regarding the guidelines, including queries concerning the location of powers to decide on matters not listed in the guidelines, shall be directed to the Legal Secretary's Office (legal@kcmuco.ac.tz).

1.2 Distinction between Governance and Management

- (i) These guidelines clearly show the distinction between the Governance and Management of the College. Governance of the College (see glossary of terms), among others include setting the College's strategic aims and objectives, monitoring and measuring performance against the objectives, ensuring accountability and effective scrutiny, and appointing and ensuring the effectiveness of the Provost and other senior officers.
- (ii) Governance is different from Management, which includes pursuit of the agreed College strategic aims and objectives, the implementation of agreed policies, the preparation of new policy proposals, and the efficient and

effective deployment of resources.

- (iii) In confirming this distinction, the guidelines recognize a critical interface between good governance and effective Management, upon which the College's academic, research, service, and financial sustainability depends.

1.3 Framework of the Guidelines for Delegated Authority.

A delegation framework is a set of tools that simplify delegation by steering the governance bodies and officers through decision-making. A delegation framework helps to decide which tasks to delegate during specific roadblocks and situations. The College framework for the guidelines of the delegated authority is summarized as follows: -

- (i) The College Governing Board (CGB) is the supreme governing body of the College. It carries a collective responsibility for overseeing the College activities and determining its academic mission and strategic direction. The CGB has independent members (*External Directors*) appointed on the recommendations prescribed in the Charter and Rules and the Universities Act.
- (ii) The CGB ensures compliance with the College Charter and Rules and other provisions regulating the College and its governance framework. Subject to these, the CGB makes all final decisions on matters of the College's fundamental concern. The necessary powers to take such decisions are **RESERVED** to the CGB, and consequently, they will not be delegated to any other **committee** or **individual** (delegate). Powers not so reserved may be delegated as the CGB finds necessary. However, having delegated authority to other bodies or individuals to act on its behalf, the CGB, as the College's

supreme organ, remains ultimately **accountable** and must accept corporate responsibility for its actions.

- (iii) The College Academic Committee (CAC) is the supreme academic body of the College. It is responsible to the College Governing Board for all its academic administration matters and to the Senate for all academic issues. Subject to the College Charter and Rules provisions and any powers reserved to the CGB, CAC can take measures or actions that best promote the College's interests as a place of teaching, learning and research. In general, such powers **may be delegated** to other CAC Committees or individuals as the CAC may find necessary.
- (iv) Committees are a key part of the College's decision-making structure and democratic process. Their purpose in each case is to enable an appropriate group of informed individuals (the members) to meet to discuss issues; share, monitor and review information; provide assurance; achieve consensus; make collective decisions under delegated powers; or refer recommendations to a superior body organ.
- (v) The College Committee Charters and ToRs detail the membership and role of each Committee, its powers, and responsibilities, and which higher body it reports to (usually the CAC or the CGB). In the case of CAC, the central committees that report to those bodies, among others, are Faculty/Institutes Boards and Directorates Committees. The Chairpersons of the CAC Committee mandatorily provide quarterly reports to the CAC on implementation of the strategic directives and development. During each ordinary CAC meeting, the appropriate CAC committee shall Report to the CAC,

which is done at least once per quarter. For all committees College governance, the Minutes of the meetings form the official College record of the Committee's/Board's strategic decisions, and **Quarterly Reports** to the higher committees, bodies, or organs form the official **information** of the strategic decisions.

(vi) In fulfilling their responsibilities, Boards, and Committees at all levels of Governance of the College may request information on topics relevant to their business, engage with other boards or committees, and hold to account those individuals to whom the board/committee had delegated authority. However, it is not the job of a board/committee to assume or seek to exert direct managerial control over faculties, departments, offices, or individuals in the College. Committees or boards, as the case may be, do not have the power to amend their ToRs or Charters without the approval of the superior body to which they report.

(vii) Committees and Boards operates to ensure that the College business is dealt with efficiently, effectively, and appropriately without compromising the quality of the emerging decisions. *Comprehensive guidance aimed at committee or board chairs and the secretaries of the boards or Committees shall be available in the standard College format for the presentation of committee reports, agendas, and minutes. This guidance is necessary for branding the Colleges as the Communication Policy stipulates.* The guidance shall be updated regularly as required or as the CGB may direct and must always be adhered to. Non-standing Committees servicing academic and training matters, including training sessions, shall be appointed on request for groups or

individuals, and meetings may be held with committee secretaries as required to discuss committee servicing issues.

- (viii) All committees have an associated time and cost. Therefore, non-standing (non-statutory) committees shall only be established and retained by the College if it is demonstrated that they actively consider items of substantive business, add value to the decision-making process, and use any delegated powers to make informed decisions promptly.
- (ix) The College governance arm has an Audit and Risk Management Committee (ARMC), a Planning, Finance, and Investments Committee (PFIC) and a Human Resources and Students Affairs Committee (HRSAC). These are Standing Committees of the Board and therefore reports to CGB. The CAC Committees are established under the guidance of its Chairperson of CAC as prescribed in the Charter and Rules.
- (x) The Charter and Rules specifically reference the Chairman of the CGB, the Provost and Deputy Provosts as senior individuals with executive authority over the business of the College.
- (xi) The Provost is the College's Chief Executive Officer (CEO) and the College's Accounting Officer (AO) regarding the use of funds received from various sources. He is responsible to CGB for the organization, direction and leadership of the College and its staff and generally for maintaining the institution's good order and efficiency. The Provost is also the Secretary of the CGB.
- (xii) The College Legal Secretary (CLS) is a College executive management team member. The CLS has been *delegated* the secretariat role for the CGB. The secretariat roles of other committees of the Board have been delegated to

other senior administrative officers of the College.

2.0 THE PROTOCOL FOR DECISION-MAKING AUTHORITY.

2.1 Basic Principles.

- (i) These guidelines are focused on decision-making processes for strategic operational and technical matters in the College. It is not concerned with routine decisions taken by the college managers as an essential part of their day-to-day duties.
- (ii) The guidelines' overarching objective is to allow the College to make decisions on specific operational and technical matters without wasting scarce and expensive time or causing unnecessary delays in a complex committee system. Whilst some decisions can only be approved at the committee level, these guidelines aim to:
 -
 - (a) release the time of the standing committees to concentrate on matters of fundamental principle and strategy;
 - (b) allow specific matters to be examined and responses prepared and implemented by designated decision-makers with relevant professional knowledge and expertise;
 - (c) allow the College to respond swiftly to changing circumstances so that the unnecessary use of protracted decision-making processes does not impair its well-being and sustainability, and;
 - (d) ensure that accountability and transparency are not

compromised in decision-making and promote efficiency and quality in the decision-making process.

- (iii) Whilst the guidelines identify that CGB has delegated certain powers to specific committees or individuals, any such body or individual with delegated powers may still decide that a particular decision requires to be ratified by *a superior organ*.
- (iv) Where an **unreserved** power has been delegated to a designated post holder, it shall be assumed that, unless specified to the contrary in these guidelines, a nominated deputy or an alternate may exercise the same power, either in the absence or non-availability of the designated postholder or when the designated post holder expressly authorizes an appointed deputy or an alternate to exercise the power. To avoid doubt, the Provost, Deputy Provost Academic Affairs (DPAA), and Deputy Provost Administration (DPA) are authorized to exercise any of the **unreserved** powers listed under the, the Board and the Provost, respectively.

2.2 Exercising the Delegated Authority.

In exercising their delegated authority or powers under these guidelines, decision-makers (*a decision-maker may be an individual or a committee*) act in the best interests of the College, its staff, and students, and not under the direction of a third party, and shall: -

- (i) act by the College's strategic objectives, rules, regulations, and procedures within budgetary or legal constraints.
- (ii) act within the scope of their powers – no decision-maker holds unfettered authority to make decisions on matters outside the scope of these guidelines.

- (iii) act within the Seven Principles of Public Life (*Nolan 1994*) when reaching a decision, which includes: -
- (a) **Selflessness** – An office holder shall act solely for the public interest. Office holders shall not do so for financial gains or other benefits for themselves, family, or friends.
 - (b) **Integrity** – Office holders shall avoid placing themselves under any financial obligation or other obligations to external individuals, institutions, organizations, or companies that might seek to influence.
 - (c) **Performance** – In conducting business, making appointments, awarding contracts, or recommending individuals for awards, rewards and benefits, all office holders shall make choices on merit.
 - (d) **Accountability** – An office holder is accountable for his/her decisions and actions to the public and must submit himself/herself to whatever scrutiny is appropriate to the officer.
 - (e) **Openness** – An office holder shall be as open as possible about all his decisions and actions. He/she shall give reasons for his/her decisions and restrict information only when the broader public interest clearly demands.
 - (f) **Honesty** – A holder of any office must declare any private interests relating to his/her work and institute measures to resolve any conflicts that may arise in a way that protects the public interest.
 - (g) **Leadership** – An office holder shall promote and support these principles by leadership and example.
- (iv) decline to handle matters in which they have an actual or perceived (whether relatively or not) conflict of interest;
- (v) exercise procedural fairness by consulting appropriately with other officers, individuals, or

- groups with a legitimate interest in the matter and keeping them informed of developments;
- (vi) make their final decision having given fair weight to all available evidence, feedback, and advice;
 - (vii) inform all parties of the outcome and be prepared to give reasons;
 - (viii) report to CGB or the relevant Committee(s), all significant decisions as appropriate.

2.3 Consultation Requirements.

- (i) The use of *delegated powers* in the College involves the exercise of discretion on the part of the decision-maker, who can choose to do or not do something, to approve or not approve something, or to approve something with conditions attached. The essential obligation of the *decision-maker(s)* is to come to a final decision having adequately considered all relevant information and evidence. To this end, decision-makers are expected to *actively consult* and seek the suggestions and opinions of all the interested parties and consider them when making their decisions.
- (ii) In all cases, the scale and type of the consultation process must be proportional to the scale and impact of the proposal or decision being made. It must also consider any external deadlines or other compliance requirements and the level of resources available to support the consultation.
- (iii) At its lowest level, for example, where the College is subject to changes in external legislative or statutory regulatory requirements, there may be little scope for deciding how to implement the provisions. The priority will be informing the interested parties of the required

changes to College policies.

- (iv) In the case of the development of internal policies and procedures, or where the College can exercise more discretion and control over the implementation of national legislative changes,

the scope for consultation is likely to be much broader. In line with Section (ii) above, decision-maker(s) are expected to *actively seek the suggestions and opinions* of all the interested parties and consider them when making their decisions. Depending on the circumstances of each case, there may be consultation, for example, with: -

- (a) Deans of Faculties.
- (b) Directors of Institutes/Directorates as, may be appropriate.
- (c) Admission Officers.
- (d) Other academic staff with specified departmental or College-wide responsibilities.
- (e) Heads of Department.
- (f) College Academic Committee or Senate
Chairman, Executive Committee Chairman,
College Senior Leadership Team.
- (g) Trades Union leaders.
- (h) The Students' Government.

- (v) Information provided to the interested parties during the consultation must be presented quickly, using plain language, and clarifying all the key issues. Where appropriate and feasible, various means of consultation shall be considered, including e-mail or web-based forums, open meetings, focus groups and surveys.

- (vi) The consultation might be conducted through dedicated task forces and drawing together disciplinary and professional expertise to synthesize and integrate competing opinions and to assess the risks and costs of

particular courses of action before consulting further with, for example, College leadership teams.

- (vii) The purpose of the consultation process must be clearly stated, as shall the stage of the development that the Policy has reached. To avoid creating unrealistic expectations, it shall be apparent what aspects of the Policy being consulted are open to change, what decisions have already been taken, and why. Sufficient information shall be made available to stakeholders to enable them to make informed comments.
- (viii) Decision-makers must make it clear when consulting that although they welcome and encourage the input of the interested parties, they still retain responsibility for making the final decision. In some cases, this may not reflect the suggestions or advice received. The reasons for making all decisions (and not acting on recommendations or advice received) must be appropriately communicated and explained to the interested parties.

2.4 Referral to a Higher Authority.

- (i) A decision-maker is not obliged to exercise delegated power in any particular case. The decision-maker must not do so if the matter appears to involve public controversy, significant questions of Policy not yet determined by the College or its committees, or any substantial change from previous or normal practice.

Under Section (i) above, any officer or Committee to whom the power to act has been *delegated* shall refer the decision back to CGB, CAC or the relevant Committee for the final decision to be made. the scope for

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3.0 THE DELEGATION OF POWERS IN THE COLLEGE

Except for any specific powers included on the list below, these guidelines are generally not concerned with the location of authority for the approval of financial decisions such as the authorization of purchase orders, invoices, and expense claims or for decisions regarding the deployment of resources available within approved area plans. Authorization levels for such transactions are set out in the College Financial Regulations and Procurement Policy and Procedures.

3.1 Powers of the College Governing Board (Matters Reserved for the Board)

The CGB governs all affairs of the College and, it should exercise all the powers and authorities on all functions of the College. However, for practical purposes and efficiency certain matters are delegated to other decision-makers as provided by the Charter and Rules and other relevant legislations. There are, however, several matters which are required to be, or in the best interests of the College shall be, decided by the Board. The following matters are, therefore, **RESERVED** for the CGB: -

- (i) To approve changes to the College Charter and Rules.
- (ii) To approve Policies, Charters, and Regulations for the good governance of the College as necessary.
- (iii) To delegate specified powers to individuals or committees accountable to the CGB, as set out in these guidelines.
- (iv) To approve the terms and conditions of employment of College staff as prescribed in the Staff Regulations & Conditions of Service and Country Laws.
- (v) To appoint, after recommendations from a Search

- Committee, the Provost, and Deputy Provosts.
- (vi) To appoint or remove members of the College Governing Board and the Board Secretary.
 - (vii) The appointment of senior management officers, including Deans, Directors, Corporate Legal Secretary, Chief Internal Auditor, and the Bursar.
 - (viii) To approve proposals regarding the desirability of a reduction in the staff of the College by way of redundancy.
 - (ix) To approve the Constitution of the Convocation.
 - (x) To approve the Constitution of the Academic Staff Assembly or Association.
 - (xi) To approve the College Strategic Plan and relevant Annual Action Plans.
 - (xii) To approve the establishment or disestablishment of faculties, institutes, departments, or other equivalent bodies at any time as may be required on the recommendation of the College Academic Committee (CAC).
 - (xiii) To approve the purchase or the sale of College land and property.
 - (xiv) To acquire, create or dispose of a wholly owned subsidiary company of the College.
 - (xv) To approve the **College** financial statements and annual budget.
 - (xvi) To approve the College Annual Procurement Plan (APP).
 - (xvii) Approve variations **above** TZS five hundred million **(100,000,000)** in aggregate against the annual budget, including the capital variations, and **DELEGATE** variations of **TZS 100,000,00000 and below** to the Provost.
 - (xviii) To approve a materials departure from the approved annual budget.

- (xix) To approve write-off of bad debts.
- (xx) To approve capital expenditure projects over the amount delegated to the Provost (**TZS 250,000,000**).
- (xxi) To approve the remunerations, benefits, and conditions of employment of members of the College Executive.
- (xxii) To approve any severance or other payments made to members of the Executive or staff whose salaries are more than **TZS Four million (4,000,000.00)**.
- (xxiii) To approve the remuneration of heads of non-academic departments and non-academic directors and negotiate salaries personal to individuals.
- (xxiv) To approve student fees for registration and admission to academic programmes, including tuition fees and student contributions.
- (xxv) To appoint or remove the external and internal auditors.
- (xxvi) To approve borrowing and related external funding arrangements and the details of their terms.
- (xxvii) To approve acceptance or refuse offers of gifts or donations to the College at values exceeding **TZS 500,000,000 (five hundred million and above)** or its equivalence in other currents, and **DELEGATE** the rest to the Provost.
- (xxviii) Approve naming opportunities associated with *philanthropic gifts* valued at **TZS One Billion or higher**, as stipulated in the Naming of Facilities Policy and **DELEGATE** the rest to the FPIC.
- (xxix) To appoint bankers and other professional advisers (**DELEGATED** to FPIC) for bankers and financial advisors; (**DELEGATED** to ARMC) for Risk consultants and auditors; (**DELEGATED** to HRSAC) the appointment of other professional and administrative

advisers as may be appropriate.

- (xxx) To have sole custody and use of the College's Seal (**DELEGATED** to the Provost as per Charter and Rules).

3.2 Powers to Take Urgent Decisions on Behalf of the College Governing Board.

Between Meetings of College Governing Board, the following matters are **DELEGATED** to the ExCom of CGB: -

- (i) The College Governing Board has delegated authority for urgent matters to the Executive Committee (ExCom) of the CGB, comprised of the Chairperson of the College Governing Board, the Secretary to CGB, the Director of Finance/Bursar, and two other non-Executive Members of the CGB to act on its behalf between meetings of the College Governing Board.
- (ii) The College Legal Secretary (CLS) shall be in attendance and manage the recordings and proceedings.
- (iii) Any such action must be reported to the next Ordinary Meeting of the College Governing Board. It may be taken only where it would be inappropriate to wait for the matter requiring consideration to be brought to an ordinary scheduled meeting of the CGB.

Before deciding on any such matter, the ExCom shall usually meet to consider written details of the matter requiring an urgent decision. It must first determine whether it is of such significance that an Extra-Ordinary meeting of the CGB shall be called or the ExCom can make decision and report to CGB.

3.3 Powers of the College Academic Committee (CAC).

The College Academic Committee (CAC) is the supreme organ of the College for academic matters. Thus, CAC takes care of all the

academic affairs of the college, encompassing students, academic staff, academic planning, instructional and delivery issues, and discipline.

(a) The following matters are **RESERVED** to CAC: -

- (i) To recommend to the Senate the award of degrees (other than honorary degrees), diplomas, certificates, other Distinctions, and other distinctions offered and awarded by the **Colleges** in conjunction with another institutions.
- (ii) To approve the structure of the academic year, including examination periods.
- (iii) To appoint the members of the CAC.
- (iv) To appoint members of the CAC to be Members of the Faculty Boards or CAC Committees.
- (v) To approve the teaching, learning and research strategies after recommendations from the Faculty Boards or the CAC Committees.
- (vi) To Recommend policies, and regulations for teaching, learning, examinations, academic staff appointments and promotions to the Senate.
- (vii) To Recommend to Senate Policies and regulations for the admission of students to the College
- (viii) To Recommend to Senate denial of admission to any applicant, exclude or expel any current student, and deprive of any current or former student award by the university.
- (ix) To recommend the establishment of new or disestablishment of academic programs to the Senate for approval.
- (x) To recommend external examiners to the University Senate for approval

(b) The College Academic Committee has the following **DELEGATED** powers to:

- (i) To approve new collaborative partnerships within the College's Education Quality, Enhancement and Development Framework.
- (ii) To approve collaboration with any other body to further any activity consistent with the Charter and Rules and College functions to further that collaborative purpose/s as required by the Charter and Rules).

3.4 Powers of the Standing Committees of the CGB.

The CGB committees are standing committees that are subsidiaries of the CGB. The Committees are composed primarily of members of the CGB as stipulated in the relevant legislation, the Committee Charters, and the Committees ToRs. The CGB committees are made to serve a more specific purpose compared to the whole CGB. The power of the CGB committees are as follows: -

(a) The Audit and Risk Management Committee (ARMC).

The following powers are **RESERVED** for ARMC: -

- (i) To examine and determine the sufficiency of the College internal processes for reporting on and managing key risk areas.
- (ii) To form and express an opinion to CGB regarding the effectiveness of internal control, risk management systems and governance arrangements.
- (iii) To assess and recommend acceptable levels of risk to CGB.
- (iv) To approve a risk management framework and internal controls.
- (v) To approve the College risk register.
- (vi) To review the nature and level of insurance coverage.
- (vii) To approve internal audit strategy and annual plan.
- (viii) To recommend the College policies regarding public interest disclosure, whistleblowing, the declaration of

conflict-of-interest policy, and ethical conduct policy to CGB.

- (ix) To approve the ARMC annual report for submission to CGB.
- (x) To recommend external auditor appointments to CGB for approval.
- (xi) To review the independent auditors report and the management letter and recommend to the CGB for approval.
- (xii) To monitor the implantation of the independent auditors' recommendations and advise the GCB.
- (xiii) To review the College Annual Report and the Draft Financial Statements and recommend to CGB for approval.

The following authority is **DELEGATED** to ARMC by the CGB: -

- (xiv) To appoint financial advisors, risk consultants and auditors.

(b) Human Resource and Students Affairs Committee (HRSAC)

The following powers are **RESERVED** for HRSAC: -

- (i) To approve the appointment of all mid-level staff in the College, except for those posts *RESERVED* for CGB (*senior cadres*) and those *DELEGATED* to Management (*junior cadres*).
- (ii) To assure CGB through monitoring the College implementation of the Human Resource Training and Development Policy, Staff Regulations and conditions of service, related Principles, and related legislations.
- (iii) To monitor and review equality, diversity and inclusion performance data and report to the CGB on the College's compliance with statutory equality/inclusion requirements.
- (iv) To monitor the College Succession and Establishment Plans as enabling plans of the College strategy and the associated key performance indicators and advise the CGB.
- (v) To approve the College health and safety strategy.

- (vi) To approve reports of health and safety audits and reviews.
- (vii) To approve honorific naming opportunities (*non - philanthropic contributions*) as stipulated in the Naming Policy.
- (viii) To determine the remuneration, benefits, and conditions of employment of members of the Executive and recommend to CGB.
- (ix) To determine any severance or other payments made to members of the Executive and staff where salaries are more than **TZS Four million (4,000,000)** and recommend to CGB.
- (x) To determine the remuneration of Heads of non-academic Departments, non-academic directors, and negotiate salaries personal to individuals and Recommend to CGB.

The following Powers are **DELEGATED** to HRSAC by the Board: -

- (xi) To approve appointments to external bodies upon which the College has a right of nomination.
- (xii) To appoint other professional advisers (*non-financial*) and administrative advisers as appropriate.

(c) The Finance Planning and Investments Committee (FPIC).

The following powers are **RESERVED** for FPIC: -

- (i) To recommend the annual budget to CGB.
- (ii) To approve resource mobilization and investment strategies and ensure their implementation, monitoring, and review.
- (iii) To recommend from a list of analyzed individuals or banking groups from which money may be borrowed and determine endowment and other investments.
- (iv) To determine the stockbrokers and fund managers that cash balances and temporary

- investments on deposits can be held with.
- (v) To appoint and monitor the performance of investment managers and strategies to implement the agreed asset allocation strategy.
 - (vi) To ratify changes to College Financial Regulations, Accounts Policy/Manual and Procurement Policy & Procedures and report to the College Governing Board.
 - (vi) To recommend approval of revisions of the Financial Regulations, Accounting Policy/Manual and Procurement Policy & Procedures to CGB.
 - (vii) To recommend variations above **TZS One hundred million (100,000,000)** in aggregate against the annual budget, including the capital variations to CGB.
 - (viii) To recommend acceptance or refuse offers of gifts or donations to the College at values less than exceeding **TZS 500,000,000 (five hundred million)** to CGB for approval.
 - (ix) To determine and recommend variation of the financial limits and thresholds of authorization, authorize a departure from the usual provisions and recommend to CGB for approval.
 - (x) To approve such changes to pension arrangements which do not impact the overall terms of conditions of employment of staff.
 - (xi) To approve authorized signatories for the College bank mandates and report to CGB.
 - (x) To approve the formation of College spin-out and subsidiary companies and report to CGB.
 - (xi) To recommend for approval by the CGB proposals for long-term borrowing, any subsequent refinancing of a borrowing arrangement, capital finance structures and external funding arrangements, including details of their terms.
 - (xii) To recommend Investment policies consistent with the strategic and financial objectives to CGB.

- (xiii) To determine the strategy for divestment of expenditure from endowments.

The following powers are **DELEGATED** to FPIC by the Board: -

- (xiv) To appoint bankers and other professional advisers.
- (xv) To approve naming opportunities associated with *philanthropic gifts* valued below TZS One Billion as stipulated in the Naming Policy.

3.5 The Executive Committee of the Management (ECM).

The College Management Team, composed of the Provost as Chairman, Deputy Provosts, Deans, Directors and Senior Head of Administrative Units (also called Committee of Deans and Directors – CDD) has delegated authority for urgent matters to its ECMT, comprised of the Chairperson (the Provost), the CLS as its Secretary, the Deputy Provosts, the Director of Finance/Bursar, and the Chief Internal Auditor to act on its behalf on weekly basis and between meetings of College Management Team (the CDD).

The following matters are **DELEGATED** to the ECMT: -

- (i) To approve and recommend processes by which strategic and operational planning is undertaken across the College.
- (ii) To determine the College's overall academic, operational, and financial targets, ensuring their alignment with the agreed strategic plan and financial forecasts.
- (iii) To act on significant variances between the College's academic, operational, and financial performance and agreed objectives, targets, and budgets.
- (iv) To approve the action to be taken in response to external opportunities, initiatives, and challenges and recommend to the appropriate organ.
- (v) To approve guidelines, procedures and practices covering staff leave, appraisal, development and

- training, welfare, and industrial relations and where necessary, recommend to the appropriate higher organ.
- (vi) Determine naming opportunities associated with *philanthropic gifts* as stipulated in the Naming Policy and Recommend to FPIC and CGB as may be appropriate.

3.6 The Provost.

In all matters affecting the good name and well-being of the College, and on behalf of the CGB, the following Powers are **RESERVED** for the Provost:

- (i) To determine the allocation of duties between the Deputy Provosts as prescribed in the Charter and rules and other governance instruments.
- (ii) To act as the College's most senior representative on all occasions and in all matters, except where powers are reserved to the CGB.
- (iii) To act as Chair of the CAC and the College Management Team.
- (iv) To exclude temporarily a student from the College.
- (v) To authorize the closure of the College campus in the event of extreme weather or other emergency and epidemic situations in consultation with the CGB.
- (vi) To approve the appointment of all *junior-level* staff in the College, except for those posts **RESERVED** for CGB (*senior cadres*) and those **DELEGATED** to HRSAC (*mid-level cadres*).
- (vii) Approve variations **up to TZS 100,000,000** in aggregate against the annual budget, including the capital variations, and **recommend** variations of above **TZS 100,000,00000** to the CGB through FPIC.
- (viii) To approve capital expenditure projects of up to **TZS 250,000,000** and recommend higher values to CGB

through FPIC.

- (ix) To approve Micro and Minor value procurements, as per glossary of terms and Procurement Policy and Procedures.
- (x) To approve procurement opportunities and award contracts through the Tender Board
- (xi) To approve any contract, purchase order or invoice, LPO, with no limit on value after the expenditure has been approved in the budget and APP by the Budget Approving Authority.
- (xii) Approve the appointment of contractors and consultants for building and maintenance works for contracts whose budgets has been approved by the Budget approving authority regardless of the value, after finalizing the procurement and selection procedures as prescribed in the relevant legislations and policy.
- (xiii) To approve contracts or amendments/cancellation of contracts for building and maintenance works and service contracts with a value within the limits of authorization of the CEO (**up to TZS 100 million**) and recommend higher values to CGB through FPIC.
- (xiv) To recommend naming opportunities associated with *philanthropic gifts* valued at less than TZS one billion to FPIC for approval and **higher** than TZS one billion to CGB for approval, as stipulated in the Naming Policy.

3.7 Deputy Provosts.

The following powers are **RESERVED** for the Deputy Provosts (DPs):

- (i) To exercise all the *unreserved* powers of the Provost in the event of the Provost's absence or non-availability.
- (ii) The DPAA shall deputize the PROVOST and assume the

powers vested in Provost in his/her absence (**DPAA – RESERVED**).

- (iii) The DPAA shall Chair the CAC in absence of the Provost.
- (iv) To determine the allocation of budgets to the units/departments of Corporate Services within the total allocated by CGB for this purpose (**DPA – RESERVED**).
- (v) To approve any purchase order or invoice with no limit on value after it had been authorized for Procurement (**DELEGATED by the Provost**).
- (vi) To take or instruct to be taken any emergency action needed to safeguard the safety or welfare of staff or students (**DPA – RESERVED**).
- (vii) To rule upon the registration status of individual students (**DPAA – RESERVED**).
- (viii) To rule upon applying specific regulations to individual students in the College (**DPAA/DPA- RESERVED**).
- (ix) To recommend approval for waiving fees (payment modalities) for individual students in cases of hardship and by college guidelines by ECMT and CDD (**DPA – RESERVED**).
- (x) To give such instructions as necessary to ensure the College's compliance with external regulations for student-related data returns (**DPAA/DPA – RESERVED**).
- (xi) To approve dispensations from CAC and academic Regulations (**DPAA – RESERVED**).
- (xii) To approve dispensation of Convocation, HRSAC, FPIC and CGB on Development and Alumni Relations (**DPA – RESERVED**).
- (xiii) To manage academic, reputational, financial, and other institutional risks appropriately (**DPAA/DPA- RESERVED**).

3.8 Director of Finance/Bursar.

The following powers are **RESERVED** for the Director of Finance/Bursar:

- (i) To implement financial risk management arrangements per the agreed Financial Management Policy.
- (ii) To take custody of the Fixed Assets of the College.
- (iii) To process the changing of authorized signatories for college bank accounts, as prescribed in the Financial Regulations, Financial Policy, other legislations and as directed by Governance organs.
- (iv) To settle tax matters with the tax authorities.
- (v) To process the opening or closing of College bank accounts according to prescribed Policies and procedures and approval by the CGB.
- (vi) To determine administrative arrangements and security arrangements relating to College investments and bank accounts and recommend to the Provost and FPIC.
- (vii) To determine fundamental changes to Financial Regulations and procurement regulations in consultation with PMU and the Tender Board and recommend them to Provost and FPIC.
- (viii) To act on behalf of the College (as an employer) at Pension and Assurance Scheme meetings.
- (ix) To Chair the Finance Directorate/Department Meetings as appropriate.
- (x) To discharge the College Finance function according to the Financial Regulations and in compliance with the laws of the country and report to CGB through FIPC.
- (xi) To ensure timely preparation of the College's Annual Financial Statements for audit.

3.9 Deans of Faculties and Directors of Academic Directorates/Institutes.

The following powers are **RESERVED** for Deans of Faculties/Schools and Directors of Institutes:

- (i) *To serve as the Officers in Charge in their respective faculties, directorates, and institutes.*
- (ii) *To serve as Custodians of all assets in use in their faculties, directorates, and institutes*
- (iii) To chair the Faculty/School and Institute Board Meetings at least once each quarter.
- (iv) To recommend appointment of external examiners.
- (v) To recommend confirmation of staff on probationary appointment to Management through appropriate organs for approval.
- (vi) To recommend appointment of supervisors for postgraduate students in consultation with the relevant department.
- (vii) To recommend flexible working, study leave and leave for staff in their Faculties/Schools/Institutes.
- (viii) To manage risk at level of Faculty/School or Institute.

3.10 The Directors of Administrative Directorates/Institutes.

The following powers are **RESERVED** for Directors of Directorates:

- (i) To serve as the Officers in Charge in their respective Directorates and Institutes
- (ii) To serve as Custodians of all assets in use in their directorates/institutes
- (iii) To chair the Directorate Management Meetings at least once each quarter.

- (iv) To recommend confirmation of staff on probationary appointment to Management through appropriate organs for approval.
- (v) To recommend flexible working, study leave and leave for staff in their Directorates.
- (vi) To manage risk at the level of Directorate.

3.11 The Director of Library Services.

The following powers are **RESERVED** for Director of Library services (DLS):

- (i) To serve as the Officer in Charge of the College Library Services.
- (ii) To be the immediate custodian of all College library resources.
- (iii) To chair the Directorate Management Meetings at least once each quarter.
- (iv) To determine fines and charges for using the library and recommend to Management.
- (v) To monitor, maintain and update the Library policies and Regulations and make recommendations appropriately.
- (vi) To recommend the conformation of probationary appointment of staff to the Management through appropriate organs for approval.
- (vii) To recommend flexible working, study leave and leave for staff in the directorate.
- (viii) To manage risk at in the Directorate of Library services appropriately.

3.12 Heads of Department and Units

The following powers are **RESERVED** for Heads of department and other units:

- (i) To serve as the Officers in Charge in their respective Departments and Units
- (ii) To chair departmental or unit's meetings on academic or administrative matters to be held at least once quarterly and report to their Deans/Directors.
- (iii) To implement academic, administrative, and quality assurance activities in their departments/units and write reports to Dean/Director and Management.
- (iv) To recommend confirmation of staff on probationary appointment to Management through appropriate organs for approval.
- (v) To recommend flexible working, study leave and leave for staff in their areas to HHRMA.
- (vi) To manage risk at their level of department or Unit.