

## Policies and Procedures

---

### Financial Planning, Monitoring and Control Policy

<b>Policy Number:</b>	<b>1.6.1.44</b>
<b>Responsible Officer:</b>	<b>Executive Director Finance</b>
<b>Policy Editor/Contact:</b>	<b>Deputy Director Finance</b>
<b>Approving Authority:</b>	<b>Executive Committee</b>
<b>Date Approved:</b>	<b>21 July 2022</b>
<b>Effective Date:</b>	<b>August 2022</b>
<b>Review Date:</b>	<b>August 2025</b>

#### A. General

##### 1 Purpose

The purpose of this Policy is to establish a framework and control of the University's overall financial resources including providing stakeholder assurance with regards to proper application of resources for the achievement of the University's strategic, operational and business objectives, and good governance, irrespective of the source of funding. This Policy is underpinned by and must be read in conjunction with the University's financial policies and procedures as listed in Annexure 1. It should be noted that the policy is subordinate to the Charter and Statutes of the University.

##### 2 Scope

This policy applies to all transactions undertaken as part of learning, research and administration activities undertaken by University schools, departments, institutes, campuses and other entities whose financial results are included in the University's annual audited financial statements, except where specifically exempted elsewhere in the policy. The policy applies to all funds received and held by the University, regardless of the source.

Every member of Council, Staff, Students, Development Partners, Sponsors, Internal and External Contractors, Vendors and other stakeholders of the University have a responsibility to uphold the University's values and to actively participate in improving the standards of compliance whilst conducting the University's financial affairs.

##### 3 Definitions

3.1 Key words and terms are defined in Annexure 1.

##### 4 Key Principles

4.1 The University is largely funded by student fees, government grants and donor partners and as such, needs to ensure that it meets standards of financial probity including audit and public scrutiny.

4.2 All decisions to undertake University transactions that fall within the ambit of this policy must reflect the following principles:

- 4.2.1 A justifiable business purpose;
  - 4.2.2 Exercise prudence to achieve value for money;
  - 4.2.3 Subject to budget provision and within delegated and statutory limits;
  - 4.2.4 Strong regard for good governance ensuring ethical conduct, accountability, integrity, fairness, transparency and professionalism;
  - 4.2.5 Exhibit appropriate due diligence, risk assessment and risk mitigation strategies; and
  - 4.2.6 Adherence to University policies and procedures and national laws and regulations.
- 4.3 These principles cannot be relied on individually to justify Financial Planning, Monitoring and Control as each is considered by the University as equally important. All principles shall therefore be applied equally as a set to any financial activity.

## **5 Compliance**

- 5.1 The University must comply with all national laws and regulations in each country where it operates.
- 5.2 All staff and students shall comply with the University **Charter, Statutes** and all policies and procedures.
- 5.3 Non-compliance is unacceptable and may amount to misconduct, which may result in the University taking disciplinary action.

## **B. Financial Controls**

### **6 Finance Systems and Processes**

- 6.1 Internal management systems for the control of any financial activity must be designed to allow for appropriate controls including but not limited to adequate segregation of duties, restricted access to accounting systems depending on the user's role and responsibilities, exceptions reporting, clear job descriptions and clearly defined user delegated authorities.

### **7 Financial Responsibilities and Accountabilities**

- 7.1 The Council is the ultimate approving authority of the University and can delegate its powers to its sub committees and to the Vice Chancellor and President (VCP). The sub-committees and the VCP are responsible to the council for the appropriate exercise of their delegations
- 7.2 The VCP may further delegate financial responsibility to other Senior Management Team members, Heads of Schools/Sections, Directors and Managers, and may seek advice of the SMT and the Executive Director Finance for the efficient and effective operations of all financial activities. A delegate with a non-transferable delegation may seek advice from individuals or committees, but must make the final decision. Persons with delegated authority are answerable to the VCP for the proper exercise of delegations in their area.

- 7.3 Delegates are responsible for their own unit, unless specified and are responsible for ensuring adherence to procedures and systems of internal control when conducting financial responsibilities.
- 7.4 All staff must act within University policies and procedures and are accountable for:
  - 7.4.1 Furnishing any required information or records in connection with the implementation of the University's financial policies including this policy and the system of financial control; and
  - 7.4.2 Reporting instances of non-compliance or potential non-compliance to appropriate delegated authority within the policy framework.
- 7.5 The scope and limits of financial responsibility are defined in the [Delegations Register](#).

## **8 Risk Management**

- 8.1 The University must ensure that risk management is the responsibility of everyone at the University using the three-line role approach defined in the [Risk Management Policy](#) and the processes described in the Risk Management and Operational Risk Events Management Procedures.

## **9 Reporting of Fraud and Financial Irregularities**

- 9.1 Any form of Fraud by University staff, students, management, Council members, vendors or other stakeholders and financial irregularity or inconsistency concerning:
  - 9.1.1 The proper application of resources for the achievement of the University's strategic, operational and business objectives, and good governance, irrespective of the source of funding; and
  - 9.1.2 Transactions undertaken as part of learning, research and administration activities undertaken by University schools, departments, institutes, campuses and other entities,must be reported to appropriate delegated authority through the [Reporting of Fraud and Financial Irregularity](#) process. However, where there is fear of reprisal, it must be reported under the [Whistleblowing Policy](#) and [Procedure](#).
- 9.2 Fraud will be treated as a serious disciplinary offence and the University must take appropriate action to prevent it from any of its activities.

## **10 Prohibited Dealings**

- 10.1 The University receives funds from various sources to undertake its learning, teaching, research and administration activities undertaken by University schools, departments, institutes, campuses and other entities that comply with national and international laws and best practices including the expectations of its donors and development partners.

10.2 In upholding the University values and improving the standard of compliance, every member of Council, Staff, Students, Development Partners, Sponsors, Internal and External Contractors, Vendors and other stakeholders (existing and potential) must ensure that the University does not deal with individuals, persons, entities or organisations that are:

10.2.1 Directly or indirectly engaged in, preparing, planning, assisting in or fostering the doing of a terrorist act;

10.2.2 Listed on the Sanctions List in member countries, development partners and the World Bank;

10.2.3 Acting on behalf of, or at the direction of, individuals, persons, entities or organisations mentioned in subsections (10.2.1) to (10.2.2); and/or

10.2.4 Owned or controlled by individuals, persons, entities or organisations mentioned in subsections (10.2.1) to (10.2.2).

## **11 Record Keeping**

11.1 Senior Management Team members must ensure that all assets and funds under their Budget Unit's control are used only for the purposes for which they are approved, and that all transactions are properly recorded in the University's central accounting systems.

11.2 The University must retain prime documents for the number of years as prescribed by the laws of the countries in which it operates.

11.3 IT Services must make appropriate arrangements for the retention of electronic records.

## **C. Financial Management**

### **12 Planning and Modelling**

12.1 The University's multiyear plans must provide an outflow of how the University will manage its operations and commitments through its funding allocations such as grants and tuition fees. The University must ensure that its multiyear plans align to the achievement of overall organizational strategic plans, goals and objectives.

12.2 In addition to achieving the principles of this policy, the University must ensure the predictability and sustainability of its multiyear plans.

### **13 Budget and Management**

13.1 The University must ensure effective management of its financial resources to achieve financial sustainability through prudent budgetary management, with strong financial controls, accountability, reporting and monitoring mechanisms.

### **14 Project Management**

- 14.1 The project management framework must establish a University-wide approach for the initiation, planning, implementation and closure of projects. The framework further describes the minimum requirements for the governance and management of projects across the University to assist in articulating scope, involving stakeholders, managing risk and maximizing project benefits.

## **D. Fund, Investment and Debt Management**

### **15 Cash Control**

- 15.1 The principles of cash management across the USP must ensure the efficient and effective management of the University's cash resources, minimize exposures to losses and to maximize investment income while ensuring sufficient cash on hand to meet obligations and avoid funding shortfalls.
- 15.2 The cash management must also contribute towards meeting the University's obligations by ensuring the existence of an effective cash management system to provide for the payment and investment of cash, transmitting timely and reliable cash flow forecasts and ensuring compliance with relevant statutory and regulatory requirements.
- 15.3 Internal management systems for cash control must be in place to allow for key controls achieved through but not limited to segregation of duties, pre-approval of transactions, access controls, physical control over assets, clearly defined user delegated authorities, daily banking and monthly reconciliations.

### **16 Investment**

- 16.1 The University must consider prudence and risk management in its investment activities in order to protect University funds and interest through its [investment policy](#) framework while maximizing returns and supporting strategic plans of the University.
- 16.2 The Finance & Resource Committee is responsible to Council for the strategic oversight and supervision of all funds invested by, or for the benefit of, the University as set out in University **Charter** and **Statues**. No budgetary unit or trust fund of the University may invest independently in any securities or other investments. The authority to invest in term deposits, bonds, treasury bills and other financial instruments is set out in the **Delegations Register**.
- 16.3 The University also invests funds held in trust, made up of trust funds, endowment funds, development assistance project funds and research funds in which the [investment policy](#) and procedures apply.

### **17 Fund Management**

- 17.1 The University manages three types of funds:

- 17.1.1 Trust and Endowment Funds are received in trust and held on behalf of a donor or development partner for specific purposes such as financing and ongoing scholarship, award or other commitments. The funds are normally invested and earnings are used for the purpose of the fund. The primary goal is to achieve a proper balance between the present and future needs of the University while protecting the Funds real or capital value, including the value and predictability of its revenue streams.
- 17.1.2 Development Assistance Project Funds are received and held for specific project purposes as defined by a donor, sponsor and development partner for the purpose of meeting certain commitments.
- 17.1.3 University Funds are received from the main University funding sources such as grants, fees and development assistance to meet its strategic, operational and capital needs.
- 17.2 To achieve a proper balance between the present and future needs of the University, guidelines must be established on the levels of endowment funds that the University can accept to manage on behalf of any donor. It includes the mechanism to determine amounts to be distributed from endowment earnings to beneficiaries against earnings retained and added to capital. It establishes a system to administer the annual flow of funds from the corpus earnings of each endowment to the operating budget and other restricted funds at the University.

## **18 Retained Earnings, Royalties, Direct and Indirect Costs**

- 18.1 A transparent and consistent methodology to charge direct costs, administrative overhead (indirect costs) and retained earnings to the self-funding activities and projects must be in place. These indirect or overhead costs include, but are not limited to, the costs of central services, such as management services, academic and administrative supports, financial services, human resource support, marketing and developments, facility maintenance, ITS services and library support.

## **19 Borrowing**

- 19.1 The University's debt management structure must:
  - 19.1.1 Provide appropriate guidelines on its debt capacity and affordability assessment in order to maintain the long-term financial viability of the University;
  - 19.1.2 Establish appropriate framework for the allocation of debt to projects and initiatives for the achievement of the University strategic, operational purposes; and
  - 19.1.3 Consider debt management to risk framework.

## **E. Revenue**

## **20 Revenue Recognition**

- 20.1 The University recognises revenue on accrual basis, when it transfers control over a product or service to a customer. Revenue recognised for the major activities include student tuition fees, government contributions, development assistance, commercial activities, consultancy, other income, rental income and interest income.
- 20.2 Any liability to tax on the supply of goods and services must be established, and charged and accounted for as appropriate. Tax invoices must comply with the tax regulations of the country where issued. If any tax or penalties are subsequently levied, the cost will fall on the budget of the relevant unit.

## **21 Student Fees and Charges**

- 21.1 Appropriate frameworks must be in place for the setting of student tuition fees, residential charges and other ancillary charges for effective management of student fees and charges in accordance with the Student Fees and Charges Policy.
- 21.2 The University's Calendar sets out the timetable for the payment of fees, and the consequences of non- payment, for each year and contains the final regulations for determining disputes over fee payment.

## **22 Member Country Grant and Payments**

- 22.1 All member countries contribute grants to the University on an annual basis and are regarded as subsidies from each country.
- 22.2 The process and formular for determining annual grant in defined the Member Country Grant and Payments Policy.

## **23 Development Assistance and Research Funds**

- 23.1 The University must ensure that any development assistance and research project funds received are effectively managed and must address key reputational and financial risks the University may be exposed to.
- 23.2 The responsibilities and accountability of each stakeholder within the University involved in the management and handling of development assistance and research project funds must be clearly defined, including treatment of unspent funds, overspendings, and overhead charges.

## **F. Expenditure**

### **24 Accountability and Authorisation**

- 24.1 All expenditure must be for official University purpose only to meet its operational and strategic objectives and approved by appropriate delegated authority.

- 24.2 All procurement and payment of goods and services must be done in accordance with the University's Procurement and Payments policies and procedures.
- 24.3 The Section/Unit incurring expenditures must ensure completeness, accuracy and validity of documentation.

## **25 Procurement**

- 25.1 The procurement policy framework must outline the overarching standards and principles that are used to set direction and influence decision-making for the overall procurement functions which include but are not limited to:
  - 25.1.1 Sourcing of goods and services through various modes such as but not limited to direct sourcing, shopping and tendering;
  - 25.1.2 Negotiating procurement terms and conditions to ensure best deals for the University;
  - 25.1.3 Facilitation of contracts and other engagement terms with suppliers considering the University operational requirements;
  - 25.1.4 Monitoring vendor or supplier performance for accurate delivery of goods and services along with details of performance and pricing;
  - 25.1.5 Compliance with University protocols and ensuring that organizational objectives and compliance requirements are met; and
  - 25.1.6 Leveraging technology to further strengthen University's overall procurement functions.

## **G. Assets**

### **26 Fixed Assets**

- 26.1 The University assets must be used for the purpose of fulfilling learning, teaching and research activities and for related administrative purposes. The University is committed to ensuring that all university assets are managed in accordance with best practice in order to meet custodial, internal control, audit and insurance obligations.
- 26.2 Guidelines must be in place for the acquisition, inventory, recording, disposal and movement of assets. Fixed Assets play an important role in the operations of the University and represent a significant investment of resources. As such, it is essential to:
  - 26.2.1 Provide an organised and accountable method of monitoring and controlling the acquisition, custody and disposal of the University's fixed assets.
  - 26.2.2 Ensure value for money in acquiring fixed assets and to maximize residual value in the disposal of same, where applicable.
  - 26.2.3 Protect the University from any conflict of interest, either potential or real, which may arise between University departments, services, centers, offices, etc. in the acquisition or disposal of fixed assets and any persons or groups purchasing such fixed assets from the University.

### **27 Stock**



27.1 Controls must be in place to ensure that stocks are adequately protected against loss or misuse. Stocks must be maintained at the minimum level required to support operations.

## **H. Other Regulations**

### **28 Receipt of Gifts and Bequests**

28.1 The receipt of gifts and bequests is limited to the amounts and delegated authority defined in the Delegations and [Acceptance of Gifts, Benefits & Gratuities Policy](#).

### **29 University Seal**

29.1 The custody and use of the University Seal is governed by [USP Seal Policy](#). Documents for Sealing must be sent to the Secretary to Council who maintains a register of all documents that the University seal is affixed upon.

### **30 Related Documents**

30.1 Refer to Annexure 2.

## ANNEXURE 1

### Definitions

The following definitions and abbreviations have been used in the text in order to shorten and simplify the regulations:

<b>Probity</b>	Uprightness, honesty, proper and ethical conduct.
<b>Approval/Levels of Approval</b>	As defined in <a href="#">Delegations Policy</a> and <a href="#">Delegations Register</a> .
<b>All employees, staff, all staff or staff member</b>	Applies to all staff hired through employment contracts with the University, including part time staff such as part-time tutors/markers/lab demonstrators, student/lab/residential assistants, part-time teaching assistants and peer mentors.
<b>Responsible Officer</b>	Employees devolved with appropriate responsibilities and delegations as per <a href="#">Delegations Policy</a> and <a href="#">Delegations Register</a> .
<b>Obligation</b>	As a governing Policy of the University in conjunction with other existing regulations.
<b>Compliance</b>	Adhering to all University policies and procedures that fall within the ambit of this policy, industry and organizational standards, codes and practices, principles of good governance and accepted community and ethical standards.
<b>Code</b>	A statement of recommended practice developed internally by the University or externally by another body (may be mandatory or voluntary).
<b>Audit and Risk Committee</b>	A committee, independent of executive responsibility, which advises the governing body on issues related to Internal Audit, external audit and financial control
<b>Budget Unit</b>	All faculties, schools, departments, campuses, institutions and other bodies that receive income or spend funds within the University
<b>Finance &amp; Resources Committee</b>	The Finance and Resources Committee of Council or its predecessor, the Finance & Investments Committee of Council
<b>Finance Section</b>	The section of the University under the management of the Executive Director Finance (previously referred to as “the Bursary”)
<b>Human Resource</b>	The section of the University under the management of the Executive Director People & Workforce Strategy is part of the Senior Management Team.
<b>Financial Procedures</b>	Such detailed financial operating procedures that conform to the Regulations as may be promulgated from time to time.
<b>Grants, Gifts &amp; Aid</b>	<b>Grants</b> are funds and/or assets received from donors or sponsors for a defined scope of work to meet a set of expectations defined by the donor or sponsor. Generally a grant will involve a written agreement for the transfer of assets in exchange for a stated performance of service and often entailing some form of reporting by the recipient to the donor or sponsor.

	<b>Gifts</b> are funds, goods or services received from a donor entailing the irrevocable transfer of assets without tangible benefit to the donor (except tax benefits).
<b>Internal Audit</b>	The University's Internal Audit Service
<b>Assigned Delegate</b>	The staff with the assigned authority as per the Delegations Register.
<b>Procurement (or Purchasing) Section</b>	The section of the Finance Department that handles central purchasing and procurement issues
<b>Treasury Section</b>	The section of the Finance Department that handles treasury and banking matters
<b>Regulations</b>	This Financial Planning, Monitoring and Control Policy and all other related policies and procedures.
<b>Delegations Register</b>	The scheme that sets out the limits of financial authority delegated to University post-holders.
<b>Statutes</b>	The Statutes of the University

## ANNEXURE 2

### Related Documents

The University's policies and procedures for respective Financial Planning, Monitoring and Control Policy sections are as follows:

Policy Reference:		Policy Number/Section Description	Related Policy/Procedure
Part	Number		
A	1	Purpose	<ul style="list-style-type: none"> <li>– <a href="#">The Charter</a></li> <li>– <a href="#">Statutes</a></li> <li>– <a href="#">Ordinance for the discipline of staff</a></li> </ul>
A	4	Key Principles	<ul style="list-style-type: none"> <li>– <a href="#">Conflict of Interest Policy</a></li> <li>– <a href="#">Ethics Policy</a></li> </ul>
B	7	Financial Responsibilities and Accountabilities	<ul style="list-style-type: none"> <li>– <a href="#">Delegations Policy</a></li> <li>– <a href="#">Delegations Register</a></li> <li>– <a href="#">Sensitive Expenditure Policy</a></li> </ul>
B	8	Risk Management	<ul style="list-style-type: none"> <li>– <a href="#">Risk Management Policy</a></li> </ul>
B	9	Reporting of Fraud and Financial Irregularities	<ul style="list-style-type: none"> <li>– <a href="#">Whistleblowing Policy</a></li> <li>– <a href="#">Whistleblowing Procedure</a></li> <li>– <a href="#">Reporting and Investigating Fraud &amp; Financial Irregularities Policy</a></li> </ul>
B	10	Prohibited Dealings	<ul style="list-style-type: none"> <li>– <a href="#">Prohibited Dealings Policy</a></li> </ul>
B	11	Record Keeping	<ul style="list-style-type: none"> <li>– <a href="#">Records Management policy</a></li> </ul>
C	12	Planning and Modelling	<ul style="list-style-type: none"> <li>– <a href="#">Commercial and Joint Venture Policy</a></li> <li>– <a href="#">Project Sizing Procedures</a></li> </ul>
C	13	Budget and Management	<ul style="list-style-type: none"> <li>– <a href="#">Budget Policy</a></li> <li>– <a href="#">Budget Procedures</a></li> </ul>
C	14	Project Management	<ul style="list-style-type: none"> <li>– <a href="#">Project Management Framework</a></li> </ul>
D	15	Cash Control	<ul style="list-style-type: none"> <li>– <a href="#">Cash and Cash Equivalent management policy</a></li> <li>– <a href="#">Cash Cheque Handling Procedures</a></li> <li>– <a href="#">Cash Receipting and Handling Procedures</a></li> <li>– <a href="#">Treasury Procedures</a></li> <li>– <a href="#">Unallocated Funds Procedures</a></li> <li>– <a href="#">Corporate Credit Card Procedures</a></li> <li>– <a href="#">Petty Cash Procedures</a></li> <li>– <a href="#">Accountable Advance Procedure</a></li> </ul>
D	16	Investment	<ul style="list-style-type: none"> <li>– <a href="#">Trust Fund and Endowment Funds Policy.</a></li> <li>– <a href="#">Development Assistance and Research Project Management Policy</a></li> </ul>
D	17	Fund Management	<ul style="list-style-type: none"> <li>– <a href="#">Distribution and Retention of Endowment Funds Policy</a></li> </ul>

D	18	Retained Earnings, Royalties, Direct and Indirect Costs	– <a href="#">Retained Earnings, Royalties, Direct and Indirect Costs Policy</a>
D	19	Borrowing	– <a href="#">Debt Policy</a>
E	21	Student Fees and Charges	– Student Fees and Charges Policy – Student Fees and Charges Procedure – <a href="#">Provision for Doubtful Debts Policy</a> – <a href="#">Write Off of Unrecovered Debts and Losses Policy</a> – <a href="#">Student Tablet Policy</a> – <a href="#">Student Tablet Procedure</a> – <a href="#">General Trade Debtors Policy</a>
E	22	Member Country Grant and Payments	– Member Country Grant and Payments Policy – Member Country Grant and Payments Procedure
E	23	Development Assistance and Research Funds	– <a href="#">Development Assistance Project and Research Management Policy</a> – <a href="#">Development Assistance Project and Research Management Procedure</a>
F	24	Accountability and Authorization	<p><b>Purchases</b></p> <ul style="list-style-type: none"> <li>– <a href="#">Fuel Card Usage Procedures</a></li> <li>– <a href="#">Mobile Phones and Devices Policy</a></li> <li>– <a href="#">Mobile Phone Procedures</a></li> <li>– <a href="#">Air Conditioners at Staff Residences Policy</a></li> </ul> <p><b>Quotations and Tenders</b></p> <ul style="list-style-type: none"> <li>– <a href="#">General Procurement Policy</a></li> <li>– <a href="#">Procurement Negotiations Policy</a></li> <li>– <a href="#">Contract Management Policy</a></li> <li>– <a href="#">Tender and Shopping Policy</a></li> <li>– <a href="#">Vendor Management Policy</a></li> <li>– <a href="#">Vendor Management Procedure</a></li> </ul> <p><b>Travel, Subsistence and Other Allowances</b></p> <ul style="list-style-type: none"> <li>– <a href="#">Travel Policy</a></li> <li>– <a href="#">Travel Procedure</a></li> <li>– <a href="#">Travel Policy for the Chancellor and Spouse, Pro-Chancellor, Visitor, Members of Council and Council Committees, and Chancellor’s Aide de Camp (ADC)/or Alternate</a></li> <li>– <a href="#">Travel Policy for the Vice-Chancellor &amp; President and Spouse</a></li> </ul> <p><b>Hospitality and Business Meals</b></p> <ul style="list-style-type: none"> <li>– <a href="#">Entertainment and Hospitality Policy</a></li> <li>– <a href="#">Entertainment and Hospitality Procedure</a></li> </ul>
	25	Procurement	

			<p><b>Payroll and Staff Related Fees</b></p> <ul style="list-style-type: none"> <li>– <a href="#">Payroll Policy</a></li> <li>– <a href="#">Payroll Procedure</a></li> <li>– <a href="#">Teaching Services and Charges Policy</a></li> <li>– <a href="#">Teaching Services and Charges Procedures</a></li> <li>– <a href="#">Professional Development Leave Policy for the Vice-Chancellor &amp; President and members of the Senior Management Team</a></li> </ul> <p><b>Internal Charging (Chargeable Services)</b></p> <ul style="list-style-type: none"> <li>– <a href="#">Internal Charging (Chargeable Services) Policy</a></li> <li>– <a href="#">Internal Debit Note (IDN) - Financial Procedure</a></li> </ul> <p><b>Petty Cash</b></p> <ul style="list-style-type: none"> <li>– <a href="#">Petty Cash Procedures</a></li> </ul> <p><b>Cheques and Payments</b></p> <ul style="list-style-type: none"> <li>– <a href="#">Payments Policy</a></li> <li>– <a href="#">Accountable Advances and Acquittals</a></li> <li>– <a href="#">Per Diems Policy</a></li> </ul> <p><b>Credit Cards</b></p> <ul style="list-style-type: none"> <li>– <a href="#">Corporate Credit Card Procedures</a></li> </ul> <p><b>Private Work by Departmental Staff – External Consultancy</b></p> <ul style="list-style-type: none"> <li>– <a href="#">Paid Outside Work Policy</a></li> </ul> <p><b>Engaging External Consultants</b></p> <ul style="list-style-type: none"> <li>– <a href="#">Engaging External Consultants Policy</a></li> <li>– <a href="#">Teaching Services and Charges Policy</a></li> <li>– <a href="#">Teaching Services and Charges Procedures</a></li> </ul>
G	26	Fixed Assets	<ul style="list-style-type: none"> <li>– <a href="#">Fixed Assets Policy</a></li> <li>– <a href="#">USP-Owned Vehicles Policy</a></li> </ul>
G	27	Stock	<ul style="list-style-type: none"> <li>– <a href="#">Inventory Control and Stock Take Procedure</a></li> </ul>
H	28	Receipt of Gifts and Bequests	<ul style="list-style-type: none"> <li>– <a href="#">Acceptance of Gifts, Benefits &amp; Gratuities Policy</a></li> <li>– <a href="#">Fundraising, Donations and Philanthropy Policy</a></li> </ul>
H	29	University Seal	<ul style="list-style-type: none"> <li>– <a href="#">USP Seal Policy</a></li> </ul>