

**Higher Education Institutions Institutional Quality
Audit
ADRI- Based Indicators**



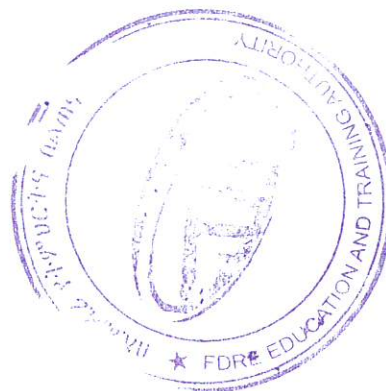
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Acronyms

AC	Academic council
ADRI	Approach Deployment Result Improvement
CPD	Continuous Professional Development
DC	Department Council
ETA	Education and Training Authority
HEI	Higher Education Institution
HDP	Higher Diploma Program
HRM	Human Resource Management
ILR	Infrastructure and learning Resources
ILRM	Infrastructure and Learning Resource
KPI	Key Performance Indicator
MoA	Memorandum of Agreement
MOU	Memorandum of Understanding
M&D	Measurement and Evaluation
SER	Self-Evaluation Report
TOR	Terms of Reference
SIMS	Sstudents Information Management system
TVETI	Technical Vocational Education Training Institution



Introduction

This document serves as a comprehensive framework to guide the institutional quality audit process for Higher Education Institutions (HEIs). It is designed to ensure a systematic, evidence-based evaluation of institutional quality, based on the standards and guidelines established by Education and Training Authority. The ADRI framework provides a robust methodology for evaluating how institutions plan, implement, achieve, and sustain improvements in their quality assurance systems. This document consolidates the ADRI indicators for each guideline under the set standards, ensuring a clear and consistent approach to the quality audit process.

The ADRI indicators are structured to capture the core elements of institutional quality management and continuous improvement. The indicators are tailored to reflect the missions that the HEIs are differentiated for while maintaining alignment with the overarching goals of national quality assurance.

Purpose of the document

the purpose of this document is to provide a unified reference for applying the ADRI approach during institutional quality audits of HEIs. Specifically, it aims to:

1. Ensure a standardized approach to assessing HEIs by clearly defining ADRI indicators for each guideline, thus promoting consistency across institutional quality audits conducted by ETA.
2. Provide HEIs and quality auditors with a clear understanding of the expectations for each standard and guideline, fostering transparency in the evaluation process.
3. Guide quality auditors in identifying, analyzing, and documenting evidence across the four dimensions of ADRI, enabling comprehensive evaluations.
4. Highlight areas for improvement within HEIs, supporting the institutions' efforts to enhance their quality assurance systems.
5. Establish a framework that ensures HEIs meet national quality standards and contribute to the overall enhancement of their quality assurance system.



ADRI (Approach, Deployment, Result and Improvement) dimensions

ETA's institutional quality audit uses the four phase model consists of Approach, Deployment, Results and Improvement (ADRI).

Approach

The Approach phase, also known as the planning phase, focuses on defining the goals and objectives of a HEI and outlining how it intends to achieve them. It reflects the institution's intentions and serves as a foundation for aligning actions with strategic priorities. In the context of a quality audit, the approach examines both the high-level vision and the detailed plans related to the topic under analysis. The approach can be framed through two guiding questions:

I. What is the HEI proposing to do?

This question captures the institution's intentions across various levels, ranging from overarching strategies to specific operational actions. These intentions can take several forms, including: Mission Statement, Vision Statement, Core Values, Policies, Goals, Objectives, and Targets.

These various forms of intent are documented across multiple sources. To gain a complete understanding of the institutions approach, institutions must conduct a thorough review of relevant materials such as Strategic Plans, Operational Plans, Institutional Website and Prospectus/Catalogue, Board and Committee Minutes, Directives or Memos from Leadership, Insights gathered through discussions or interviews with key stakeholders, and Advertising and Promotional Materials. By carefully reviewing these sources, institutions can gain a comprehensive view of their intentions. This broad understanding helps ensure that all planning elements align with the institution's mission and that any gaps or inconsistencies are identified during the audit process.



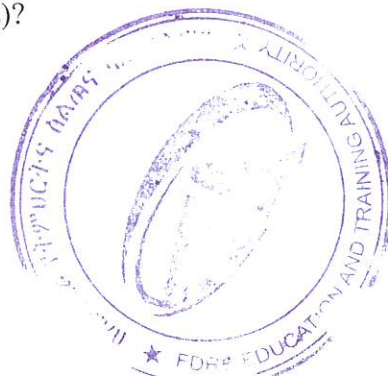
II. How is the HEI Proposing to Achieve Its Goals?

Once the institution has defined its intentions through various statements of intent—such as its mission, vision, and objectives—the next step is to determine how these goals will be achieved. This requires translating high-level intentions into actionable steps and practical mechanisms. The HEI must put systems and processes in place that ensure effective execution. There are a number of mechanisms used for this purpose, including the following: Policies, Strategies, Operational Plans, Process Manuals, Budgets, Staff Training and Development, Guidelines

By utilizing these mechanisms, an institution ensures that its intentions are not just theoretical but are translated into concrete actions. Each of these tools plays a unique role in the implementation process, working together to ensure the smooth and effective execution of the institution's plans. This structured approach helps align daily operations with the broader mission, vision, and objectives of the Institution, increasing the likelihood of achieving its intended outcomes.

The Approach dimension of ADRI should address at least the following basic questions:

- Does the HEI have set of goals, objectives, strategies and targets that are clearly understood by the relevant stakeholders?
- Are the intentions consistent with external obligations (such as applicable laws)?
- Are the intentions set at an appropriate level, considering national and international expectations and benchmarks?
- Are multiple statements of intent (mission, goal, strategic objectives, and operational plan) on the same issue consistent with each other?
- Were the intentions developed using a robust planning process that involved the appropriate people and information?
- Have the risks associated with the intentions been identified, analyzed and appropriate responses (mitigation strategies) developed?
- Is progress against the intentions measurable? Have the systems for doing the measuring and reporting been established?
- Who is responsible for the statement of intent?
- Does everyone know what they are supposed to be doing, how and why (the rationale behind performing duties and responsibilities)?



- Are goals well supported with strategies, operational plans, manuals and training?
- Is the institution's resource allocation system properly aligned with its intentions?

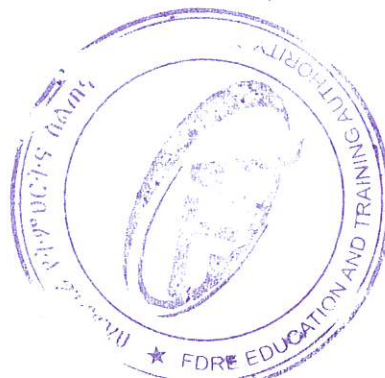
The Approach is Just the Foundation: While the approach lays the groundwork for achieving objectives, it only reflects the institution's intentions and plans—no results have been achieved yet. Therefore, relying solely on the approach provides an incomplete picture of success. Internal evaluators and external quality auditors must remember that evaluating the approach alone won't reveal how effectively the plans have been executed or whether desired outcomes are on track.

Avoid Over-Reliance on a Single Statement of Intent: It is easy to base an audit on one primary document, such as a strategic plan, but this can be misleading. Statements of intent can exist at multiple levels and evolve over time. High-level strategic goals may trickle down into more detailed operational plans, with each layer adding nuance and meaning. Additionally, intentions might differ across departments, reflecting varied interpretations of the same objective.

Alignment with Previous Reviews and Improvement Plans: The institution's approach should be evaluated against past reviews and intended improvements to ensure that lessons from earlier assessments are being applied. Internal evaluators and external quality auditors must verify whether previously identified gaps and recommendations have been addressed, demonstrating progress and continuous improvement.

Deployment

Plans and objectives remain theoretical until they are translated into action. The deployment phase focuses on putting intentions into practice—ensuring that what is planned actually happens. This phase, often referred to as implementation or process execution, examines how well the institution's strategies and policies are carried out in real-life operations. Several approaches can be used to assess deployment. One of the most insightful methods is engaging directly with individuals involved in the process through interviews, focus groups, or departmental meetings. These conversations allow auditors to explore whether people's day-to-day experiences align with the official plans, policies, and guidelines. Gaps between what is planned and what is practiced can reveal areas where communication, coordination, or training



may need improvement. Another essential aspect of deployment is ensuring that the necessary resources are available and meet the required standards. Auditors can verify whether the institution has deployed resources—such as staff, equipment, and facilities—according to the plans. It ensures that intentions are not only well-documented but also implemented effectively, with aligned actions and adequate resources in place.

The Deployment dimension of ADRI should address at least the following basic questions:

- What does staff do?
- How do they know if they are doing the right job?
- Do all staff have the necessary authority and resources to deliver what is expected of them?
- Do they have the necessary skills and knowledge?
- Is the organizational structure a help or a hindrance to deployment?
- Are there appropriate indicators for monitoring the effectiveness of procedure, system and mechanisms as well as efficiency of processes? How are these reported and used?
- Are there appropriate means for intervening if necessary? How well do they work?
- Where the approach is deliberately not being followed, why not? How are changes to the planned processes managed?
- Are people allowed to contribute ideas?

Results

Assessing quality requires evaluating not just plans, inputs, and processes but also the outcomes achieved. Results are essential indicators of whether the institution's actions are effective and aligned with its goals. Each goal should be linked to a reported result, and every result should connect back to a specific goal. This ensures a causal relationship between approach, deployment, and outcome, avoiding random success and reinforcing the institution's understanding of how to influence future performance.

For a successful quality audit, the institution must show that the ADRI cycle is complete and effective. A well-executed cycle confirms that the institution's quality assurance and enhancement processes are working to improve outcomes. During the audit, the institution's



processes for achieving objectives will be evaluated to determine if they meet specific standards and guidelines. Institutions may use a variety of performance measures based on their goals, including direct measures (e.g., graduation rates) or proxy evidence (e.g., employer satisfaction as an indicator of graduate attributes). Institutions ensure that the selected measures align with the objectives and are set at appropriate levels. The institution's performance is assessed against its own measures, with verification that it systematically collects and analyzes performance data to demonstrate the link between approach, deployment, and results.

Results can be either quantitative (numeric) or qualitative (descriptive). While not every result must be numerical, all results should be measurable to validate the effectiveness of the institution's system, mechanisms, procedures and processes. For some goals, aggregated results from multiple objectives may be presented, involving a mix of data types.

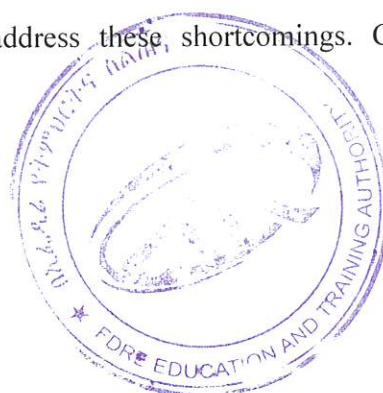
The Result dimension of ADRI should address at least the following basic questions:

- A. For each statement of intent (goals, objectives, targets etc.), what are the results?
- B. Can the Institution demonstrate exactly of how and why these results were achieved?
- C. Have the results been adequately contextualized? (E.g. using targets, trends and benchmarks)?
- D. What meaning/interpretation does the Institution derive from the results? (Effectiveness of system, process, mechanisms. Procedures)

Improvement

This dimension focuses on an HEI's understanding of its own performance and its ongoing efforts to enhance that performance. It can be viewed as the 'quality enhancement' component of the ADRI framework, and it serves as a crucial distinction between Quality Audit and Standards Assessment. The core principle underlying this dimension is that an HEI should engage in continuous evaluation of its activities and actively seek opportunities for improvement.

The Audit assesses whether the HEI conducts regular evaluations of its performance to promote ongoing improvement. If the evidence gathered during the deployment phase indicates that certain objectives are not meeting expectations, the institution must demonstrate how it can modify its plans, policies, and procedures to address these shortcomings. Conversely, if



objectives are being met, the HEI must illustrate how it adapts these objectives to further enhance student learning quality. The Audit Exercise aims to verify that there are strong feedback mechanisms in place, allowing performance evidence to inform future planning and implementation strategies at the HEI.

The Improvement dimension of ADRI should address at least the following basic questions:

- What data related to the HEI's performance are regularly collected and reported?
- How is the validity of the data maintained? What procedures are in place for managing the data once collected?
- How is the Strategic Plan, along with other plans, regularly reviewed and updated?
- What specific review processes exist for the HEI's key activities? How does the institution assess the effectiveness of these review processes?
- Is the culture of self-review, learning, and improvement integrated throughout the entire institution?
- Are all staff members empowered and encouraged to participate in continuous improvement efforts?
- What tangible changes or improvements have resulted from the established review processes



ADRI based Indicators

Standard 1: Vision and Mission

I. Approach

No	Indicators	Means of verification evidences
1.	The HEI established a planning process to set its strategic intents (vision, mission and core values)	Higher Education Proclamation (consulted), Legislation, planning guideline,
	The HEI established a mechanism to ensure participation of key stakeholders in the strategic intent formulation process	Legislation, directives, guidelines,
	The HEI established approval mechanism for its strategic intents	Legislation, directives,
	The HEI established a planning process to align its strategic intents with the purpose that it is differentiated for	Higher Education Proclamation, Legislation
	The HEI established a mechanism to align its strategic intents with national priorities.	Strategic plan
	The HEI strategic intents consistently appeared in all strategic documents	Strategic plan, legislation, system documents
	The HEI established a communication strategy to disseminate its strategic intents to its stakeholders	communication plan
2.	The HEI formulated a mechanism to ensure strategic goals and objectives emanate from its mission and align with its activities	operational plan
3.	The HEI established a mechanism to mainstream major cross-cutting issues in its functional units.	Departmental and strategic plan
4.	The HEI devised a mechanism to regularly monitor and periodically evaluate the effectiveness of its strategic intent system	M&E framework for strategic intent system
	The HEI established KPI to measure the effectiveness of strategic intent system	Strategic plan, operational plan
	The HEI in placed a system to review the effectiveness of strategic intent system	Strategic plan, operational plan



II. Deployment

No	Indicators	Means of verification evidences
1.	clear and realistic vision, mission and goals are available	Strategic documents (legislation, strategic plan, etc)
	vision, mission and goals are developed with the participation of key stakeholders	Minute of meetings, attendance and letter of invitation,
	vision, mission and goals are approved by governing body	Minute of meetings of the governing body
	The vision, mission and core values of the HEI consistently appeared across strategic documents.	Strategic plan, legislation, directives. Guidelines, manuals, etc
	The HEI mission(s) aligned with the purpose it is differentiated for	Mission statements
	The HEI clearly defined its goals and objectives aligned with its mission	Strategic plan, etc
	The HEI disseminate and communicated its vision, mission, goals, objectives and core values to its internal and external stakeholders.	Website. Flyers, strategic documents, induction package, student hand book, bill board etc
2.	The HEI activities aligned with its strategic goals and objectives.	Strategic plan, operational plan etc)
3.	The HEI mainstreamed major cross-cutting issues in to relevant functional units.	strategic plan, legislation, directives. Guidelines, manuals, Organizational structure, Duties and responsibilities, etc
4.	The HEI regularly monitored and periodically evaluated the effectiveness of its strategic intent system.	M&E report
	The HEI measured the effectiveness of strategic intent system based on pre-defined KPIs	Performance report
	The HEI reviewed the effectiveness of strategic intent system	Performance report



III. Result

No	Indicators	Means of verification evidences
1.	The HEI demonstrated its achievement of measurable output for each strategic goals and objectives	Performance reports
2.	The HEI demonstrated causal relationships between performance for each strategic goal and objectives with its approaches, and deployments.	Performance Vs plan
3.	The HEI evaluates its attainment of strategic goals and objectives, against established targets, trends, and benchmarks to contextualize performance and identify areas for improvement.	Continuous Performance trend analysis
4.	The HEI conducts regular reviews of its performance to identify patterns and trends over time, allowing for informed adjustments to strategic objectives and approaches as needed.	Continuous Performance trend analysis



IV. Improvement

No	Indicators	Means of verification evidences
1.	The HEI regularly gathered, analyzed and reported data related to improvement on performance of its strategic intents	Quality assurance performance report Performance report, planning department, quality assurance data collection tools
2.	The HEI validated data collected about performances on intent (triangulation, data saturation, statistical techniques etc)	Documented evidences on Data validation on performance of strategic intent
3.	The HEI regularly reviewed and updated its strategic and operational plan	previous Vs Updated strategic and operational plan
4.	The HEI has review processes for its key activities and regularly assessed their effectiveness in terms of achievement of strategic intent	Documented process to review its key activities, reviewed activities, documented evidence on the effectiveness of the process
5.	The HEI established culture of self-review, learning, and improvement integrated throughout the entire institution	Periodic self - evaluation reports, regular academic audit, enhancement plan, improvement evidences, identified good practices
6.	The HEI empowered and encouraged its staff members to participate in continuous improvement efforts regarding strategic intents	Minutes of meeting, established committees, trainings, allocated budget
7.	The HEI demonstrated tangible changes or improvements on strategic intents resulted from the established review processes	Documented evidences of changes or improvements on strategic intents resulted from review processes



Standard 2: Governance

I. Approach

No	Indicators	Means of verification evidences
1.	The HEI developed governance goals and SMART objectives	Strategic plan, human resource policies, guidelines, manuals
	The HEI developed a clear policy, regulations, procedures and guidelines to guide the governance system with the participation of key stakeholders	system documents (policy, regulations, procedures, guidelines etc), minutes of meeting, ToR, attendances, invitation letters
	The HEI considered applicable regulatory policies in formulating its governance policy	Higher Education Proclamation, national education policy, directives, national development plan, education road map
	The HEI established a communication strategy to disseminate its governance policy to its stakeholders	Communication plan
	The HEI established an appropriate structure aligned with its mission it is differentiated for.	Higher Education Proclamation (consulted), Legislation, organogram,
	The HEI established committee structure with defined terms of reference	ToR, legislation, organogram
2.	The HEI defined the roles and responsibilities of its governing bodies, committees and staff.	Job description, human resource manual, appointment letters,
	The HEI established a mechanism to communicate the roles and responsibilities of its organs, staff and committees.	Legislation and Induction package, documented evidence on the provision of training
3.	The HEI Established a mechanism to ensure accountability	Consulted HE proclamation, senate legislation, job descriptions, contractual agreement, organogram, endorsement procedures, AC and DC committee structure



	The HEI Established a mechanism to ensure transparency	Committee structure, committee TOR, students and staff hand book, stakeholders consultation plan, AC and DC committee structure
4.	The HEI established a mechanism to ensure its governance system is participatory	Committee structure, committee TOR, stakeholders consultation plan, AC and DC committee structure, students council structure
5.	Formulate a mechanism to ensure roles and responsibilities are commensurate with the required authority	Job description, structure
6.	The HEI in placed budgeting strategy that ensures the alignment of responsibilities and resource	Budget plan
7.	The HEI established recruitment and promotion Policy that encouraged merit based and inclusiveness and non-discriminatory	Documented evidences on affirmative action, Minutes, leadership composition,
8.	The HEI developed guidelines and procedure for grievance and appeal	Federal Civil Servants Proclamation (consulted), legislation, Minutes,
	The HEI developed guidelines and procedure discipline handling	Discipline committee ToR, minutes of meeting,
9.	The HEI developed a risk management policy and devise mitigation strategy	management policy, mitigation strategy, risk assessment document
	The HEI developed plans to address risk areas,	Risk mitigation plan
10.	The HEI devised a mechanism to digitalize its core functions	Digitalization plan,
11.	The HEI devised a mechanism to regularly monitor and periodically evaluate the effectiveness of its governance system	M&E framework for governance system



	The HEI established KPI to measure the effectiveness of governance system	strategic plan, operational plans
	The HEI in placed a system to review the effectiveness of governance system	strategic plan, operational plans

I. Deployment

No	Indicators	Means of verification evidences
1.	The HEI assigned human resource and allocated adequate budget for the established structure.	Staff profile, budget breakdown
	The HEI assigned resources for its structure	Assignment letters, minutes meeting, allotted budget
	The HEI decisions are guided by policy, regulations, procedures and guidelines at all levels.	Minutes, letters, memos, notice
	The HEI disseminated its governance policy to its stakeholders	Legislation Website, HRM policy and guideline, financial policy, procurement policy, etc
	The HEI developed its governance policies aligned with applicable regulatory policies.	Legislation, assessment policy, quality assurance policy, research and community engagement policy, human resource policy, finance policy, etc
2.	The HEI communicated the roles and responsibilities of its organs, staff and committees.	Legislation and Induction package, documented evidence on the provision of training, assignment letters
3.	The HEI's decisions at different levels demonstrated transparency	Minutes of meetings, documented evidence on measures taken, endorsement procedures, AC and DC committee structure
	The HEI's decisions at different levels demonstrated accountability	Minutes of meetings, documented evidence on measures taken, endorsement procedures, AC and DC committee structure
	The HEI evaluated its staff to ensure accountability and transparency	Minutes of meeting of different committees, performance evaluation report, financial and



		quality audit report.
4.	The HEI involved stakeholders in its decision making process.	AC&DC committee meetings, senate meeting minutes, students council minutes of meeting, stakeholder consultation performance report and minutes of meeting
	The HEI recruited and promoted its staff based on merit and in inclusive and non-discriminatory manner	Documented evidences on affirmative action, Minutes, leadership composition, staff profile
5.	The HEI empowered its governing bodies, committees and staff with adequate authority equitable to their responsibilities	Job description, appointment letters, ToR
6.	The HEI allocated budget that ensures the alignment of responsibilities and resource	Utilized budget
7.	The HEI handled grievance and appeal as per the policy and guidelines	Minutes, cases settled,
8.	The HEI handled disciplinary cases as per the policy and guidelines	Minutes, cases settled, measures taken
9.	The HEI identified potential risks and mitigated proactively as per the plan	Performance report on risk management
10.	The HEI digitalized its core functions	Digital platforms for core functions, portal
11.	The HEI regularly monitored and periodically evaluated the effectiveness of its governance system.	M&E report
	The HEI measured the effectiveness of governance system based on pre-defined KPIs.	Performance report
	The HEI reviewed the effectiveness of governance system	Performance report



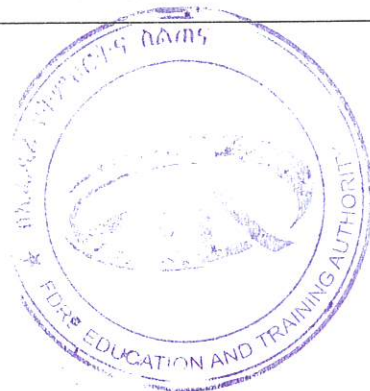
II. Result

No	Indicators	Means of verification evidences
1.	The HEI demonstrated governance results (ensured accountability, transparency, efficient budget utilization,) which are measurable and aligned with institutional strategic goals and objectives.	Performance reports
2.	The HEI demonstrated causal relationships between performance of its governance system with its approaches, and deployments.	Performance Vs plan
3.	The HEI evaluates its attainment of its governance goals and objectives, against established targets, trends, and benchmarks to contextualize performance and identify areas for improvement.	Continuous Performance trend analysis
4.	The HEI conducts regular reviews of its performance to identify patterns and trends over time, allowing for informed adjustments to strategic objectives and approaches as needed.	Continuous Performance trend analysis (staff retention, staff turnover, efficient budget utilization, decreased grievance rate, customer satisfaction, representative leadership composition)



III. Improvement

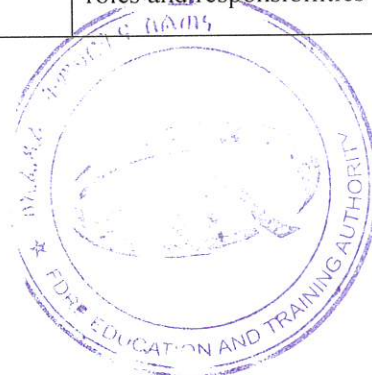
No	Indicators	Means of verification evidences
1.	The HEI regularly gathered, analyzed and reported data related to improvement of performance on its governance goals and objectives	Quality assurance performance report Performance report, planning department, quality assurance data collection tools
2.	The HEI validated data collected about performances on governance goals and objectives (triangulation, data saturation, statistical techniques, etc)	Documented evidences on Data validation on performance of governance goals and objective
3.	The HEI regularly reviewed and updated its governance system	stakeholder satisfaction, staff retention, efficient budget utilization, decreased grievance rate, representative leadership composition)
4.	The HEI has review processes for its key governance activities and regularly assessed their effectiveness in terms of achievement of governance goals and objectives	Documented process to review its key activities, reviewed activities, documented evidence on the effectiveness of the process
5.	The HEI established culture of self-review, learning, and improvement on its governance system and integrated throughout the entire institution	Periodic governance review reports, enhancement plan, improvement evidences, identified good practices
6.	The HEI empowered and encouraged its staff members to participate in continuous improvement efforts regarding its governance system	Minutes of meeting, established committees, trainings, allocated budget
7.	The HEI demonstrated tangible changes or improvements on governance system resulted from the established review processes	Documented evidences of changes or improvements on governance system (improved transparency, and accountability improved staff retention, improved efficiency of budget utilization, decreased grievance rate, increased stakeholder satisfaction, improved representation leadership composition)



Standard 3: Financial Management

I. Approach

No	Indicators	Means of verification evidences
1.	The HEI Established finance policy in alignment with relevant national financial regulation.	Consulted relevant national policy,
	The HEI Established a mechanism to involve its stakeholders in the financial policy formulation process.	Stakeholder engagement plan,
	The HEI established a mechanism to communicate its financial policy to its stakeholders	Communication strategy
2.	The HEI Established an integrated financial management system in alignment with relevant international principles and national regulation	Budget plan, resource availability,
3.	The HEI Developed a mechanism to diversify means of funding and financial sources to maintain financial sustainability.	Strategic plan, fund mobilization plan, income generating plan
4.	The HEI established a mechanism to ensure a balanced budget allocation between core and support functions.	Budget allocation plan, Budget breakdown, internal audit framework.
5.	The HEI developed procurement procedure guideline to ensure transparency and accountability	Procurement procedure guideline
	The HEI developed a mechanism to ensure that budgeting process is transparent and ensure accountability.	Budget breakdown and approval process internal audit plan.
6.	The HEI developed internal financial audit guideline and procedures that is inline with the national financial audit requirement	consulted National Financial Audit Policy internal financial audit guideline, organogram, legislation, roles and responsibilities



7.	The HEI automated its financial management system based on its financial policy.	Automated financial management system, Automation plan
8.	The HEI devised a mechanism to regularly monitor and periodically evaluate the effectiveness of its financial management system	M&E framework for financial management system
	The HEI established KPI to measure the effectiveness of financial management system	strategic plan, operational plan
	The HEI in placed a system to review the effectiveness of financial management system	strategic plan, operational plan

I. Deployment

No	Indicators	Means of verification evidences
1.	The HEI involved stakeholders in the financial policy formulation process.	minutes of meeting, invitation letter and attendance, collected stakeholder feedback
	The HEI deployed resources for its financial management system	Office, budget and personnel
	The HEI communicated its financial policy to its stakeholders	Website, financial policy, training, induction package.
2.	The HEI integrated its financial management system with other system of the institution.	Allocated budget and resource, staff members who have completed training on the new system, reports generated by the system
3.	The HEI diversified its means of funding and financial sources to maintain financial sustainability.	Financial sources identified and integrated into the institution's budget grants, donations, partnerships,
4.	The HEI allocated balanced budget between core and support functions.	The proportion of the total budget allocated to research, teaching learning, student services versus other support activities



5.	The HEI involved various stakeholders in the budget planning and decision-making process.	Number of meetings, workshops, or consultations with stakeholders with their minutes of meetings
6.	The HEI allocated resources for internal financial audit activities	Office, job description budget, Internal Financial Audit Report
7.	The HEI automated its financial management system based on its financial policy.	system software and system security clearance
8.	The HEI regularly monitored and periodically evaluated the effectiveness of its financial management system	M&E report
	The HEI measured the effectiveness of financial management system based on pre-defined KPIs	Performance report
	The HEI reviewed the effectiveness of financial management system	Performance report

II. Result

No	Indicators	Means of verification
1	The HEI demonstrated its achievement of measurable output for each goal and objectives of financial management system	Performance reports
2	The HEI demonstrated causal relationships between performance for each financial management system goal and objectives with its approaches, and deployments	Performance Vs plan
3	The HEI evaluated its attainment of financial management system goals and objectives, against established targets, trends, and benchmarks to contextualize performance and identify areas for improvement.	Continuous Performance trend analysis
4	The HEI conducts regular reviews of its performance to identify patterns and trends over time, allowing for informed adjustments to financial management system objectives and approaches as needed.	Continuous Performance trend analysis

III. Improvement



No	Indicators	Means of verification evidences
1.	The HEI regularly gathered, analyzed and reported data on performance of its financial management goals and objectives	Performance report, financial management plan, quality assurance data collection tools
2.	The HEI validated the data collected about performances on financial management system (triangulation, data saturation, statistical techniques etc)	Documented evidences on Data validation on performance of financial management system
3.	The HEI regularly reviewed and updated its financial management operational plan	previous Vs Updated financial management operational plan
4.	The HEI has review processes for its ILRM activities and regularly assessed their effectiveness in terms of achievement of financial management goals and objectives	Documented process to review its financial management activities, reviewed activities, documented evidence on the effectiveness of the process
5.	The HEI established culture of self-review, learning, and improvement on financial management system	Periodic financial management self - evaluation reports, enhancement plan, improvement evidences, identified good practices
6.	The HEI empowered and encouraged its staff members to participate in continuous improvement efforts regarding financial management system	Minutes of meeting, trainings, allocated budget
7.	The HEI demonstrated tangible changes or improvements on ILRM system resulted from the established review processes	Documented evidences of changes or improvements on ILRM resulted from review processes

Standard 4: Infrastructure and learning resources

I. Approach

No	Indicators	Means of verification
1.	The HEI established a comprehensive asset management policy, detailing procedures for the acquisition, utilization, retention, maintenance, and updating of infrastructure and learning resources	Asset management Policy, guideline, maintenance manual, procurement and asset management proclamation



	(ILRM) taking in to account regulatory requirements.	
	The HEI established a mechanism to communicate its asset management policy to stakeholders	Communication strategy,
	The HEI planned to assign appropriate responsible body to execute the asset management plan	Asset management plan
	The HEI established a mechanism to involve relevant stakeholder in the ILRM policy formulation process	policy development Plan
2.	The HEI set criteria for aligning resources with curriculum requirements	Resource management and allocation guidelines Records of curriculum review processes showing resource alignment.
	The HEI set criteria for aligning resources with diverse student needs	Resource management and allocation guidelines.
3.	The HEI developed a mechanism to ensure learning resources and facilities are accessible, safe, and functional.	Resource utilization guideline
4.	The HEI established a process that ensures learning resources and facilities adherence to health and safety regulations	National health and safety policies
5.	The HEI developed a guideline to integrate emerging technology into learning,	Technology integration guideline
	The HEI developed mechanisms, and digital platforms to enhance digital and technology-supported education.	Interactive digital platforms
6.	The HEI established an inventory management system to track learning resources and schedule preventive maintenance.	inventory management system
7.	The HEI devised a mechanism for periodic utilization reporting to monitor and assess the efficiency of resource use, identifying potential underuse or overuse	inventory management system
	The HEI established a central database that tracks the condition, usage and lifecycle of all infrastructure and learning resources (ILR)	inventory management system
8.	The HEI established a process for conducting safety inspections by certified professionals, outlining inspection schedules, standards, and procedures for	safety inspection policies



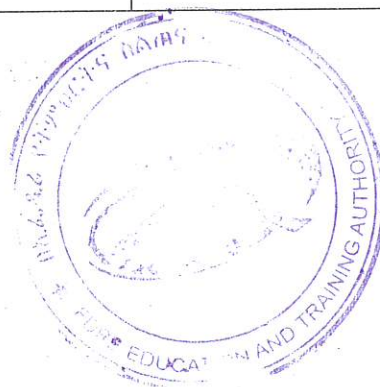
	identifying and mitigating hazards.	
9.	The HEI designed a mechanism to keep up-to-date records of learning resources.	Digital and/or manual recording platform (formats, database)
	The HEI design a mechanism for maintenance of learning resources.	Maintenance plan
	The HEI design a mechanism for calibration of learning resources	Calibration plan
10.	The HEI developed an integrated waste management policy promoting reduction, reuse, and recycling.	waste management policy
	The HEI devised a procedure for waste segregation and disposal adhering to environmental regulations	waste management policy
11.	The HEI devised a mechanism to regularly monitor and periodically evaluate the effectiveness of its ILRM system	M&E framework for ILRM system
	The HEI established KPI to measure the effectiveness of ILRM system	strategic plan, operational plan
	The HEI in placed a system to review the effectiveness of ILRM system	strategic plan, operational plan

II. Deployment

No	Indicators	Means of verification
1.	The HEI assigned appropriate resource to execute the asset management plan	Letter of assignment, job description Documented evidence on staff engagement in asset management activities, allotted budget
	The HEI involved relevant stakeholder in the infrastructure and learning resource management policy formulation process	Invitation letters, minutes of meeting. Work shops
	The HEI communicated its its asset management policy to stakeholders	Workshop attendace, disiminated policy, budget, wesite, etc.
2.	The HEI aligned resources with curriculum	Resource alignment evidence



	requirements	
	The HEI aligned resources with diverse student needs	Documented evidences for resource alignment
3.	The HEI ensured learning resources and facilities are accessible, safe, and functional.	Feed back from users, satisfaction survey e.t.c.
4.	The HEI ensured learning resources and facilities adherence to health and safety regulations	Health and safety report on infrastructure and learning resource
5.	The HEI integrated emerging technology into infrastructure and learning resources,	Evidences on technology integration
	The HEI implemented digital technology-supported education.	Interactive digital platforms
6.	The HEI tracked the condition, usage and lifecycle of infrastructure and learning resources.	System generated report
	The HEI tracked learning resources and scheduled preventive maintenance.	Maintenance schedule
	The HEI carried out preventive maintenance on infrastructure and learning resources.	Reports on maintenance
7.	The HEI generated utilization report on the efficiency of resource use, underuse or overuse of infrastructure and learning resource	inventory analysis report
8.	The HEI conducted safety inspections by certified professionals	safety inspection reports
9.	The HEI kept up-to-date records of learning resources.	Digital and/or manual records
	The HEI maintained learning resources	Maintenance report
	The HEI calibrated learning resources	Calibration report
10.	The HEI installed waste treatment facilities	waste treatment report
11.	The HEI regularly monitored and periodically evaluated the effectiveness of its ILRM system	M&E report
	The HEI measured the effectiveness of ILRM system based on pre-defined KPIs	Performance report
	The HEI reviewed the effectiveness of ILRM system	Performance report



III. RESULT

No	Indicators	Means of verification
1.	The HEI demonstrated its achievement of measurable output for each goal and objectives of infrastructure and learning resources management (ILRM)	Performance reports
2.	The HEI demonstrated causal relationships between performance for each infrastructure and learning resources management goal and objectives with its approaches, and deployments	Performance Vs plan
3.	The HEI evaluated its attainment of ILRM goals and objectives, against established targets, trends, and benchmarks to contextualize performance and identify areas for improvement.	Continuous Performance trend analysis
4.	The HEI conducts regular reviews of its performance to identify patterns and trends over time, allowing for informed adjustments to ILRM objectives and approaches as needed.	Continuous Performance trend analysis

III. Improvement

No	Indicators	Means of verification evidences
1.	The HEI regularly gathered, analyzed and reported data on performance of its ILRM goals and objectives	Performance report, ILRM plan, quality assurance data collection tools
2.	The HEI validated the data collected about performances on ILRM (triangulation, data saturation, statistical techniques etc)	Documented evidences on Data validation on performance of ILRM system
3.	The HEI regularly reviewed and updated its ILRM operational plan	previous Vs Updated ILRM operational plan
4.	The HEI has review processes for its ILRM activities and regularly assessed their effectiveness in terms of achievement of ILRM goals and objectives	Documented process to review its ILRM activities, reviewed activities, documented evidence on the effectiveness of the process

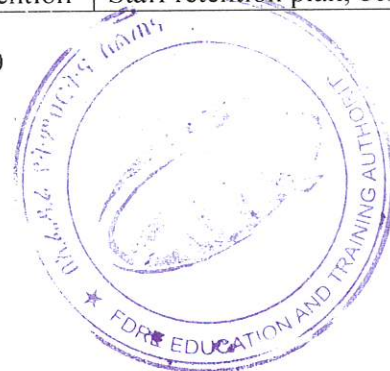


5.	The HEI established culture of self-review, learning, and improvement on ILRM system	Periodic ILRM self - evaluation reports, enhancement plan, improvement evidences, identified good practices
6.	The HEI empowered and encouraged its staff members to participate in continuous improvement efforts regarding ILRM	Minutes of meeting, trainings, allocated budget
7.	The HEI demonstrated tangible changes or improvements on ILRM system resulted from the established review processes	Documented evidences of changes or improvements on ILRM resulted from review processes

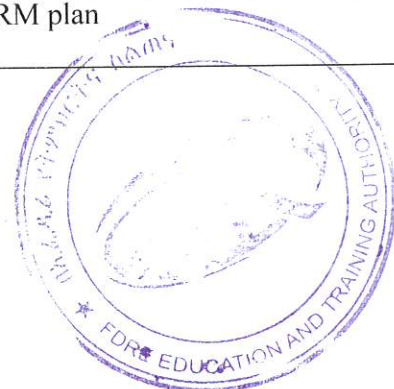
Standard 5: Academic and support staff

I. Approach

No	Indicators	Means of verification evidences
1.	The HEI formulated policies and procedures for staff recruitment, appointment, promotion and staff development that align with relevant regulatory policy.	Human Resource Management policy and Consulted (Harmonized legislation, Senate Legislation, HEI proclamation and Civil Servant Proclamation) , etc.
	The HEI established a mechanism to involve relevant stakeholder in the HRM policy formulation process	stakeholders engagement Plan
	The HEI established a mechanism to align its HRM policy with the mission and strategic objectives	HRM policy development plan
	The HEI established a communication strategy to disseminate its HRM policy and procedure to its relevant stakeholders	Communication plan, induction package, Workshops and trainings, Senate Legislation and HR manual, etc.
	The HEI developed a mechanism to communicate the rights, the roles and responsibilities to its staff.	Job description, Senate Legislation, induction package
2.	The HEI Devised a mechanism to collect and analyze data on human resource need from different functional units	Periodic human resource needs analysis and workload analysis documents
	HEI Established a strategy for staff retention	Staff retention plan, benefit and



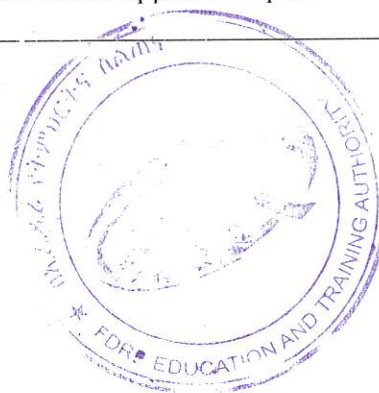
		incentive package, etc.
3.	The HEI defined key performance Indicators for its staff performance appraisal	Performance appraisal tools, HR monitoring and evaluation procedure
	The HEI developed monitoring and evaluation mechanism for its staff performance	Performance appraisal tools, HR monitoring and evaluation procedure.
4.	The HEI developed a professional development and capacity building plan for its academic and support staff, respectively.	CPD and Capacity building plan
5.	The HEI's HRM Policy and procedure regarding selection and recruitment, promotion and development promotes gender equity	HRM policy, consulted gender specific national policy(civil service commission directive)
	The HEI's HRM Policy and procedure promotes affirmative action	HRM policy addressed affirmative action policy
	The HEI's HRM Policy and procedure promotes inclusive leadership to address gender disparity and under representation.	HRM policy
6.	Devise a mechanism for handling disciplinary cases and a fair and transparent appeal system with clearly defined procedures.	Appeal hearing Committee ToR, appeal guideline
	The HEI developed a code of conduct for its staff	Staff code of conduct directive, senate legislation, etc
	The HEI developed appeal procedure	HRM policy, appeal procedure manual, committee structure, minutes of meetings.
7.	The HEI established HRM system software that integrates information In HRM functions.	HRM system and user manual , system security policy,
	The HEI established a mechanism to ensure the security of HRM system	Security protocol
	The HEI established a mechanism to update and support its HRM system	MOA and TOR on system security and support,
8.	The HEI established KPIs to measure performances of its HRM system	M&E framework
	The HEI established reporting mechanism on the performance of human resource management operational plans	HRM performance reporting tools
	The HEI established a system to regularly collect and analyze performance data and	HRM plan



	feedback on the effectiveness of its HRM system	
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I. Deployment

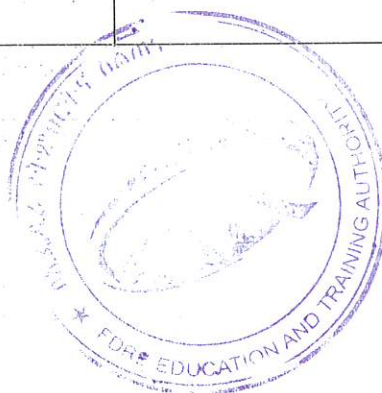
No	Indicator	Means of verification evidences
1.	The HEI recruited and appointed staff based on its established policies	Minutes of meeting of recruitment committee. Vacancy notice, application letters with credential, recorded scores of competitions on the vacancy
	The HEI conducted induction sessions to its staff	Attendances, allocated budget, assigned trainers,
	The HEI promoted its staff based on its established policies	Internal Vacancy notices, promotion committee minutes, application forms filled out by staff
	The HEI participated relevant stakeholder in the HRM policy formulation process	Minutes of meetings, invitation letter and attendance
	The HEI aligned its HRM policy with the mission and strategic objectives	HRM Policy Vs strategic plan
	The HEI provided professional development opportunity for its academic staff.	Short term and long term training evidences, exposure visit evidences,
	The HEI communicated its HRM policy and procedure to its relevant stakeholders	Conducted induction, Workshops and trainings, website,
	The HEI communicated the rights, the roles and responsibilities to its staff.	Job description at the staff hand,
2.	The HEI collected and analyzed data on human resource need	HR needs assessment and work load analysis
	HEI implemented its staff retention plan	Financial and non financial incentive and benefit package offered,
3.	The HEI regularly monitored and periodically evaluated for its staff performance	Performance appraisal report
	The HEI measured its staff performance against the defined KPIs	Performance appraisal report



4.	The HEI provided capacity building opportunity for its support staff	Short term and long term training evidences, exposure visit evidences,
5.	The HEI promoted gender equity its HR recruitment selection and promotion	Affirmative action evidences on recruitment selection and promotion
	The HEI promotes its staff to leadership positions taking in to account gender disparity and underrepresentation	Affirmative actions taken
6.	The HEI's disciplinary committee settled disciplinary cases	minutes of meeting, records of resolved cases
	The HEI communicated the code of conduct to its staff	Training, workshop,
	The HEI's appeal hearing committee settled appeal cases	minutes of meeting, records of resolved cases.
7.	The HEI deployed HRM system software.	Data collected, analyzed and interpreted using HRM system software,
	The HEI regularly checked the security of HRM system	System security logs, blocked security treats, security tests conducted
	The HEI regularly updated its HRM system	Updated versions
8.	The HEI collected feedback on its HRM system	Feedback collected and action taken
	The HEI measured performances of its HRM system against the pre-defined KPIs	Performance report
	The HEI generated HRM system performance report	HRM performance reporting
	The HEI regularly collected and analyzed data and feed back on the effectiveness of its HRM system	Performance report on the effectiveness of the HRM system

II. Result

No	Indicators	Means of verification evidences
	The HEI demonstrated its achievement of measurable output for each HRM goals and objectives	Performance reports



	The HEI demonstrated causal relationships between performance for each HR goal and objectives with its approaches, and deployments.	Performance Vs plan
	The HEI evaluates its attainment of HRM goals and objectives, against established targets, trends, and benchmarks to contextualize performance and identify areas for improvement.	Continuous Performance trend analysis
	The HEI conducts regular reviews of its performance to identify patterns and trends over time, allowing for informed adjustments to HRM objectives and approaches as needed.	Continuous Performance trend analysis

IV Improvement

No	Indicators	Means of verification evidences
1.	The HEI regularly gathered, analyzed and reported data on performance of its HRM goals and objectives	Performance report, HR plan, quality assurance data collection tools
2.	The HEI validated the data collected about performances on HRM (triangulation, data saturation, statistical techniques etc)	Documented evidences on Data validation on performance of HRM system
3.	The HEI regularly reviewed and updated its HRM operational plan	previous Vs Updated HRM operational plan
4.	The HEI has review processes for its HRM activities and regularly assessed their effectiveness in terms of achievement of HRM goals and objectives	Documented process to review its HRM activities, reviewed activities, documented evidence on the effectiveness of the process
5.	The HEI established culture of self-review, learning, and improvement on HRM system	Periodic HRMS self - evaluation reports, enhancement plan, improvement evidences, identified good practices
6	The HEI empowered and encouraged its staff members to participate in continuous improvement efforts regarding HRMS	Minutes of meeting, trainings, allocated budget
7	The HEI demonstrated tangible changes or improvements on HRM system resulted from the established review processes	Documented evidences of changes or improvements on HRM resulted from review processes



Standard 6: Student Admission

I. Approach

No	Indicators	Means of verification evidences
1.	The HEI formulated student admission policy and procedure in lined with regulatory requirements	Registrar manual, student admission policy, entry requirements, Policy provision on students retention and students mobility
	The HEI devised a mechanism to involve relevant stakeholders in the development of students' admission policy	Stakeholders' engagement plan
	The HEI devised a mechanism to communicate its admission policies to relevant stakeholders	Communication strategy, provision in senet legislation, Students Orientation guideline
	The HEI set a mechanism to ensure that the admission procedure considered diversity	policy provisions on diversity Admission endorsement committee ToR
2.	The HEI devised a mechanism to verify the authenticity of students' credentials as part of its admission process	credential authentication verification manual
	The HEI established a mechanism to make sure that only eligibility students are admitted	Admission endorsement committee ToR, students records
	The HEI established a mechanism to make sure that only eligibil students are transferred	Consulted Nationally harmonized academic policy, provision in the senate legislation on students transfer and registrar guideline.
	The HEI devised a mechanism for admission endorsement	Admission endorsement committee ToR
3.	The HEI developed students Information Management System (SIMS) on admission	SIMS,



	The HEI developed a mechanism to maintain the SIMS	Maintenance plan, budget
4.	The HEI integrated its SLMS with EAES database	Integrated System software MoA
5.	Develop a mechanism to maintain consistency of admission procedure across its campuses	Procedures of student mobility, student ID
6.	The HEI established a system to keep Students' record safe and secured.	System security certificate
	The HEI developed a system to keep students' credentials both in hard and soft copy.	SIMS, conditioned room
	The HEI set up backup mechanism	Server
7.	The HEI established an appeal system with clear procedure for students' admission	Appeal hearing committee ToR, appeal procedures, appealing formats etc
8.	The HEI established KPI to measure performances of its students' admission system	M&E framework
	The HEI established reporting mechanism on the performance of students' enrollment operational plans	students' enrollment reporting tools
	The established a system to regularly collect and analyze performance data and feed back on the effectiveness of its students' admission system	enrollment plan

I. Deployment

No	Indicator	Means of verification evidences
1.	The HEI allocated resources for students' admission activities	Registrar office, budget, letter of assignment, job description
	HEI involved relevant stakeholder in its students' admission policy formulation process	Minutes of meeting, invitation letters, attendance, stakeholders' comments
	The HEI communicated its admission policies to relevant stakeholders	Students' handbook, posters, website, media



	The HEI admitted students from multicultural backgrounds,	Filled out Registration forms
	The HEI admitted students with special needs	Filled out Registration forms
2.	The HEI verified the authenticity of students' credentials	Verified credentials
	The HEI admitted students as per admission requirements	Students records, students admission endorsement committee minutes
	The HEI admitted transferred students as per students mobility policy	Transferred students profile, admission endorsement committee minutes
	The HEI endorsed accepted student	Admission endorsement committee minutes of meetings
3.	The HEI utilized Information Management System (SIMS)	Registered and admitted students' data generated by SIMS
	The HEI maintained the SIMS	Maintenance report, utilized budget report
4.	The HEI utilized the EAES integrated SLMS	System software generated report on verified credentials
5.	The HEI adhered the admission procedure consistently across its campuses	Records of students profile across campuses
6.	The HEI securely kept students' credentials both in hard and soft copy.	Students record in hard and soft copy, conditioned room, system security certificate
	The HEI deployed backup mechanism	Backed up students file
7.	The HEI handled students appeal in students' admission process	Appeal hearing committee ToR, submitted appeal formats etc
8.	The HEI regularly monitored and periodically evaluated the effectiveness of students' admission system	M&E report for students' admission system
	The HEI measured the effectiveness of students' admission system based on pre-defined KPI	Performance report
	The HEI regularly collected and analyzed data	Performance report on the



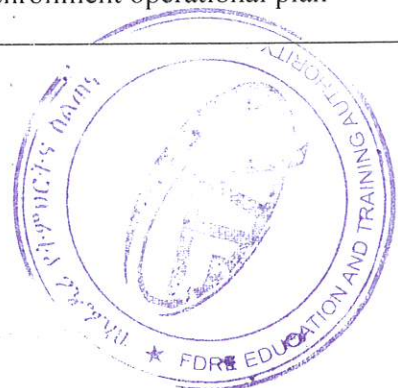
	and feedback on the effectiveness of its students' admission system	effectiveness of students' admission system
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II. Result

No	Indicators	Means of verification evidences
1.	The HEI demonstrated its achievement of measurable output for each students' enrollment goals and objectives	Performance reports
2.	The HEI demonstrated causal relationships between performance for each students' enrollment goal and objectives with its approaches, and deployments.	Performance Vs plan
3.	The HEI evaluates its attainment of students' enrollment goals and objectives, against established targets, trends, and benchmarks to contextualize performance and identify areas for improvement.	Continuous Performance trend analysis
4.	The HEI conducts regular reviews of its performance to identify patterns and trends over time, allowing for informed adjustments to students' enrollment objectives and approaches as needed.	Continuous Performance trend analysis

III. Improvement

No	Indicators	Means of verification evidences
1.	The HEI regularly gathered, analyzed and reported data on performance of its students' enrollment goals and objectives	Performance report, students' enrollment plan, quality assurance data collection tools
2.	The HEI validated the data collected about performances on students' enrollment (triangulation, data saturation, statistical techniques etc)	Documented evidences on Data validation on performance of students' admission system
3.	The HEI regularly reviewed and updated its students' enrollment operational plan	previous Vs Updated students' enrollment operational plan

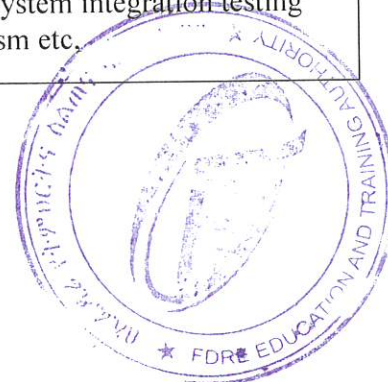


4.	The HEI has review processes for its assessment activities and regularly assessed their effectiveness in terms of achievement of students' enrollment goals and objectives	Documented process to review its students' enrollment activities, reviewed activities, documented evidence on the effectiveness of the process
5.	The HEI established culture of self-review, learning, and improvement on students' enrollment system	Periodic self - evaluation reports students' admission system, enhancement plan, improvement evidences, identified good practices
6.	The HEI empowered and encouraged its staff members to participate in continuous improvement efforts regarding students' admission system	Minutes of meeting, trainings, allocated budget
7.	The HEI demonstrated tangible changes or improvements on students' admission system resulted from the established review processes	Documented evidences of changes or improvements on students' admission system resulted from review processes

Standard 7: student support

I. Approach

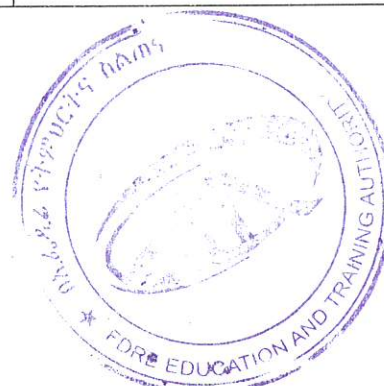
No	Indicator	Means of verification evidences
1.	The HEI formulated inclusive student support policy and procedure in lined with regulatory requirements	student support service policy, students hand book, provision in senet legislation consulted relevant policies and proclamation
	The HEI devised a mechanism to involve relevant stakeholders in the development of students' support policy	Stakeholders' engagement plan
	The HEI in placed a mechanism to take into considerations physically challenged and special needs students.	Hearing aid material brail, disability treating bill boards and notices, sign post, etc
	The HEI devised a mechanism to communicate its student support service policy to relevant stakeholders	Communication strategy, provision in senet legislation, Students Orientation guideline
2.	The HEI established a mechanism to digitally integrate its student support service	Data management system, user's manual system integration testing mechanism etc.



4.	The HEI developed a guideline for program development and revision	program development and revision guideline
5.	The HEI developed a guideline for program approval	program approval committee, program approval guideline
6.	The HEI developed a mechanism to verify that sufficient resources are available prior to designing and reviewing programs	Program need assessment plan
7.	The HEI established Feedback collection mechanisms to gather ongoing insights from current students, alumni, industry partners, and faculty.	Feedback collection platform
8.	The HEI devised a mechanism to regularly monitor and periodically evaluate the effectiveness of the program design, development and review procedures	M&E framework for program development and revision
	The HEI established KPI to measure performance of program design, development and review procedures	Program development plan
	The HEI in placed a system to review the effectiveness of program design, development and review system	Program development plan

II. Deployment

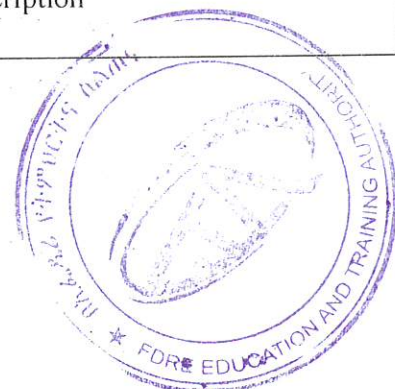
No	Indicators	Means of verification
1.	The HEI deployed its program design, development, approval, and revision guidelines	Minutes of meetings of curriculum design, development and revision committee, approved program curricula
	The HEI involved relevant stakeholder in the program design, development and revision guideline formulation process	Attendance, invitation letter, validation workshop preceding Minutes.
	The HEI communicated its program design, development and revision guideline to its relevant stakeholders	Training, website and senate legislation
2.	The HEI conducted a program need assessments based on the need assessment guideline.	Need assessment documents, consent documents, workshop proceeding and attendance.



3.	The HEI established a mechanism to identify support need of students	Need identification mechanisms
	The HEI established a mechanism to intervene in identified support need of students	Intervention mechanisms
4.	The HEI established a mechanism to provide students' academic advisory service.	Advisory service manual, consultation hours schedule etc
	The HEI In placed a mechanism to provide students with extracurricular services	Extracurricular service manuals,
5.	The HEI developed a mechanism to provide students a health care service.	Health care service manuals, service delivery schedule
	The HEI developed a mechanism to provide students a personal guidance and counselling service.	guidance and counselling service guidelines, service delivery schedule
6.	The HEI established a system to provide career and employment and entrepreneurship training for its students.	Employment training service manuals, entrepreneurship training manuals,
7.	The HEI established a procedure for handling grievance on students support services.	Appeal and grievance handling manual, committee ToR
	The HEI established a procedure for appeal on students support services.	Appeal and grievance handling committee committee ToR
8.	The HEI established KPI to measure performances of its students' support service system	M&E framework
	The HEI established reporting mechanism on the performance of students' support operational plans	students' support reporting tools
	The established a system to regularly collect and analyze performance data and feed back on the effectiveness of its students' support system	students' support plan

II. Deployment

No	Indicator	Means of verification evidences
1.	The HEI allocated resources for students' support activities.	office, letter of assignment, job description



	HEI involved relevant stakeholder in its students' support policy formulation process	Minutes of meeting, invitation letters, attendance, stakeholders' comments.
	The HEI provided support service facilities and services for physically challenged and special needs students.	Hearing aid material brail, disability treating bill boards and notices, sign post, etc
	The HEI communicated its student support service policy to relevant stakeholders	Students handbook, Orientation, attendance
2.	The HEI digitally integrated its student support service	Evidences of integrated support services
3.	The HEI identified support need of students	identified students need
	The HEI provided support based on the identified need of students	Students support service report
	The HEI assessed the abilities of newly admitted students and provided remedial support	remedial support service reports
4.	The HEI provided students' academic advisory service.	Advisory service report
	The HEI engaged students in different extracurricular activities	Extracurricular activity reports
5.	The HEI provided students with health care service.	Health care unit reports
	The HEI provided students with guidance and counselling service.	Guidance and counselling reports
6.	The HEI delivered career, employment and entrepreneurship training for its students.	career, employment and entrepreneurship service report
7.	The HEI handled grievance of students support services.	Minutes of committee meeting, submitted grievance letters
	The HEI handled appeal of students support services.	Minutes of committee meeting, submitted appeal letters
8.	The HEI regularly monitored and periodically evaluated the effectiveness of students' support service system	M&E report
	The HEI measured the effectiveness of students' support service system based on pre-defined KPI	Performance report
	The HEI regularly collected and analyzed data and feedback on the effectiveness of its students' support service system	Performance report on the effectiveness of students' support service system

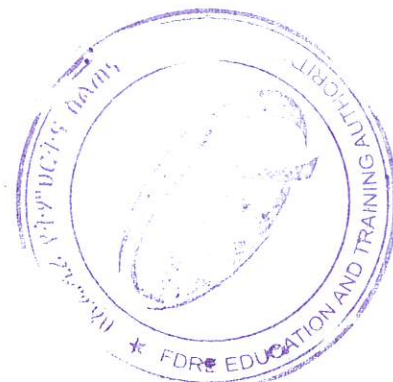


III. Result

No	Indicators	Means of verification evidences
1.	The HEI demonstrated its achievement of measurable output for each students' support service goals and objectives	Performance reports
2.	The HEI demonstrated causal relationships between performance for each students' support service goal and objectives with its approaches, and deployments.	Performance Vs plan
3.	The HEI evaluates its attainment of students' support service goals and objectives, against established targets, trends, and benchmarks to contextualize performance and identify areas for improvement.	Continuous Performance trend analysis
4.	The HEI conducts regular reviews of its performance to identify patterns and trends over time, allowing for informed adjustments to students' support service objectives and approaches as needed.	Continuous Performance trend analysis

IV. Improvement

No	Indicators	Means of verification evidences
1.	The HEI regularly gathered, analyzed and reported data on performance of its students' support service goals and objectives	Performance report, support service e plan, quality assurance data collection tools
2.	The HEI validated the data collected about performances on students' support service (triangulation, data saturation, statistical techniques etc)	Documented evidences on Data validation on performance of students' support service system
3.	The HEI regularly reviewed and updated its students' support service operational plan	previous Vs Updated students' support service operational plan

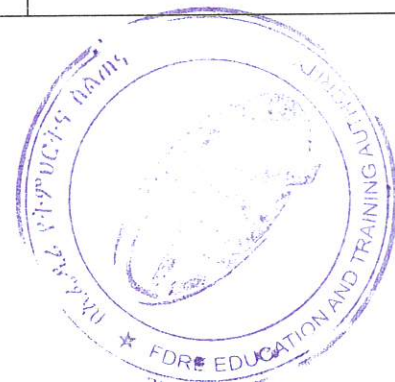


4.	The HEI has review processes for its assessment activities and regularly assessed their effectiveness in terms of achievement of students' support service goals and objectives	Documented process to review its students' support service activities, reviewed activities, documented evidence on the effectiveness of the process
5.	The HEI established culture of self-review, learning, and improvement on students' support service system	Periodic self - evaluation reports students' support service system, enhancement plan, improvement evidences, identified good practices
6.	The HEI empowered and encouraged its staff members to participate in continuous improvement efforts regarding students' support service system	Minutes of meeting, trainings, allocated budget
7.	The HEI demonstrated tangible changes or improvements on students' support service system resulted from the established review processes	Documented evidences of changes or improvements on students' support service system resulted from review processes

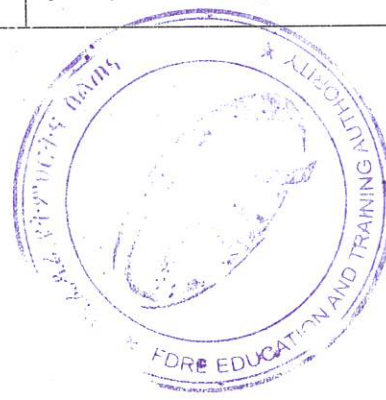
Standard 8: students' progression and graduates' outcome

I. APPROACH

No	Indicators	Means of verification
1.	The HEI formulated policies and procedures for students' progression and graduate outcome that align with relevant regulatory policy.	students' progression and graduate outcome policy, students' hand book, registrar manual. Legislation,
	The HEI established a mechanism to involve relevant stakeholder in the students' progression and graduates' outcome policy formulation process	Minutes of meeting
	The HEI established a communication strategy to disseminate its students' progression and graduates outcomes policy to its relevant stakeholders	Communication plan, orientation, Senate Legislation students' handbook, website etc.
2.	The HEI developed a centralized, automated tracking system with specific functions for monitoring course enrollment, grades earned, and progression patterns of each student.	Students' progression tracking platform
	The HEI established an alert mechanism within the system to flag students at risk of not progressing on	Students' progression tracking



	time, ensuring early intervention.	platform
3.	The HEI developed students retention guideline	students retention guideline
4.	The HEI established mechanism for reviewing past exit exam results to identify recurring areas for student improvement.	Data collection and analysis mechanisms
	The HEI designed support programs (e.g., review sessions, tutoring, counseling) targeted to enhance student preparedness for the national exit exam.	support plans for students success on exit exams performance
5.	The HEI formulated guidelines on how to conduct and report tracer studies	Tracer study guideline
6.	The HEI developed guidelines for organizing alumni events, networking opportunities, and involvement in institutional initiatives.	Alumni management guideline
	The HEI created a alumni tracking system to maintain contact with alumni and tracking their career progression.	alumni tracking system
	The HEI establish a mechanism to track students success in further education	Reporting mechanism for alumni success rate in GAT
	The HEI established a mechanism to analyze and interpret alumni involvement, including their engagement and contributions to institutional key activities.	Alumni engagement reporting mechanism
7.	The HEI established a transparent appeals process on students progression with required documentation.	Appeal procedures on students progression, appeal hearing committee ToR, appeal form
	The HEI developed a communication strategy on appeal procedure regarding students progression	Students handbook, website
8.	The HEI established KPI to measure performances of its students progression and graduate affairs management system	M&E framework
	The HEI established reporting mechanism on the performance of its students progression and graduate affairs operational plans	students progression and graduate affairs reporting tools
	The HEI in place a system to review the effectiveness of students' progression and graduate's affairs	Registrar and alumni unit plan, quality assurance plan



	management system.	
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II. Deployment

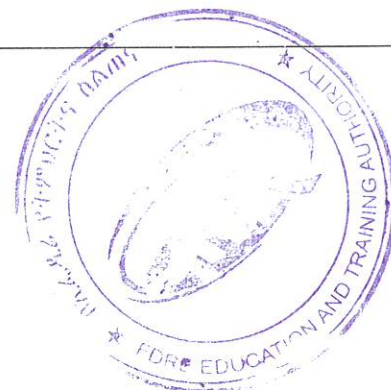
No	Indicators	Means of verification
1.	The HEI deployed students' progression and graduate affairs management policy and procedures	Students progression reports, tracer study documents, alumni engagement reports, AC, DC minutes of meeting
	The HEI involved relevant stakeholder in the students' progression and graduates' affairs management policy formulation process	invitation letters, Minutes of meeting, attendance
	The HEI communicated its students' progression and graduates affairs management policy to its relevant stakeholders	orientation, Senate Legislation students' handbook, website etc.
2.	The HEI deployed automated tracking system with specific functions for monitoring course enrollment, grades earned, and progression patterns of each student.	Students' progression tracking platform, system generated report
	The HEI identified students at risk of progression utilizing the established alert mechanism	Data on students at risk of progression
3.	The HEI minimized attrition rate of students	Report on attrition
4.	The HEI reviewed and analyzed exit exam results to identify trends	exit exam trend analysis
	The HEI implemented support programs targeted to enhance student preparedness for the national exit exam.	Evidences review sessions, tutoring, counseling
5.	The HEI conducted and reported tracer studies based on the established guidelines	Tracer study reports
6.	The HEI engaged its alumni in different institutional initiatives.	organized alumni events, alumni engagement evidences, established alumni networking
	The HEI conducted survey on alumni career progression.	Tracer study report
	The HEI tracked students eligible for further education	Report on alumni success rate



		in GAT
	The HEI analyzed and interpreted alumni engagement on different institutional initiatives	Alumni engagement analysis report
7.	The HEI communicated its appeal procedure regarding students progression	Students hand book, orientation, students portal
	The HEI deployed appeals procedures on students progression	appeal hearing committee minutes, filled out appeal forms
8.	The HEI regularly monitored and periodically evaluated the effectiveness of its students' progression and graduate affairs management system	M&E report
	The HEI measured the effectiveness of students' progression and graduate affairs management system based on pre-defined KPIs	Performance report
	The HEI reviewed the effectiveness of students' progression and graduate affairs management system	Performance report

III. Result

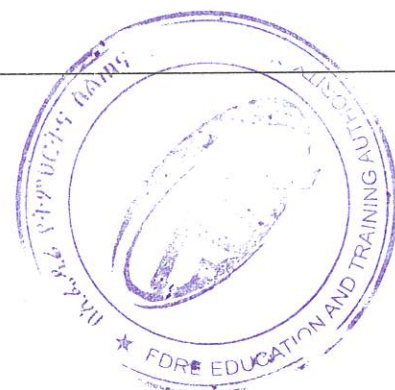
No	Indicators	Means of verification evidences
	The HEI demonstrated its achievement of measurable output for each students progression and graduate outcome goals and objectives	Performance reports
	The HEI demonstrated causal relationships between performance for each students progression and graduate outcome goal and objectives with its approaches, and deployments.	Performance Vs plan
	The HEI evaluates its attainment of students progression and graduate outcome goals and objectives, against established targets, trends, and benchmarks to contextualize performance and identify areas for improvement.	Continuous Performance trend analysis



<p>The HEI conducts regular reviews of its performance to identify patterns and trends over time, allowing for informed adjustments to students progression and graduate outcome objectives and approaches as needed.</p>	<p>Continuous Performance trend analysis</p>
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IV Improvement

No	Indicators	Means of verification evidences
1.	The HEI regularly gathered, analyzed and reported data on performance of its students progression and graduate outcome goals and objectives	Performance report, students progression and graduate affairs management plan, quality assurance data collection tools
2.	The HEI validated the data collected about performances on students progression and graduate outcome (triangulation, data saturation, statistical techniques etc)	Documented evidences on Data validation on performance of students progression and graduate affairs management system
3.	The HEI regularly reviewed and updated its students progression and graduate affairs management operational plan	previous Vs Updated students progression and graduate affairs management operational plan
4.	The HEI has review processes for its students progression and graduate affairs management activities and regularly assessed their effectiveness in terms of achievement of students progression and graduate outcome goals and objectives	Documented process to review its students progression and graduate affairs management activities, reviewed activities, documented evidence on the effectiveness of the process.
5.	The HEI established culture of self-review, learning, and improvement on students progression and graduate affairs management system	Periodic self - evaluation reports on students progression and graduate affairs management system, enhancement plan, improvement evidences, identified good practices
6.	The HEI empowered and encouraged its staff members to participate in continuous improvement efforts regarding students progression and graduate affairs management system	Minutes of meeting, trainings, allocated budget

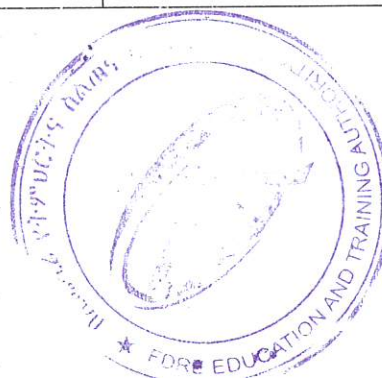


7.	The HEI demonstrated tangible changes or improvements on students progression and graduate affairs management system resulted from the established review processes	Documented evidences of changes or improvements on students progression and graduate affairs management system resulted from review processes
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Standard 9: Program development

I. APPROACH

No	Indicators	Means of verification
1.	The HEI developed a comprehensive policy and set of guidelines outlining the process for program design, development, approval, and revision that align with regulatory requirements and national priorities	HE proclamations, directives, national policies, program design, development and revision guideline, TOR of curriculum design and review committee
	The HEI established a mechanism to involve relevant stakeholder in the program design, development and revision guideline formulation process	Minutes of meeting
	The HEI established a communication strategy to disseminate its program design, development and revision policy to its relevant stakeholders	program development plan,
2.	The HEI established a stakeholder engagement mechanism, identifying relevant internal and external stakeholders (industry, community) and specifying their roles in program need assessment	program development plan,
	The HEI developed a program need assessment guideline that takes in to account national priorities and regulatory directives.	Program need assessment plan, program need assessment guideline
	Developed a mechanism to ensure the need assessment considers indigenous knowledge	Program need assessment plan, program need assessment guideline
3.	The HEI devised a mechanism to incorporate 21 st century skills in the curricula	curriculum development plan



	The HEI's need assessment considered indigenous knowledge	Need assessment report
3.	The HEI incorporated communication, critical thinking, collaboration, creativity and problem solving skills in its curricula	curricula
4.	The HEI developed its programs based on its program development and revision a guideline	Curricula, workshop proceedings, letter of invitation
5.	The HEI revised its programs based on its program development and revision guideline	workshop proceedings, letter of invitation revised curricula
	The HEI approved its programs on the basis of its program development and revision guideline	Minutes of program approval committee
6.	The HEI ensured the availability of sufficient resources prior to program design, development, approval and revision process	Program staff profile, learning resource review evidence, department budget review evidences.
7.	The HEI collected Feedback on its program effectiveness from current students, alumni, industry partners, and faculty.	Stakeholder satisfaction survey
8.	The HEI periodically evaluated the effectiveness of the program design, development and review procedures.	Feedback collected on the effectiveness of the procedure
	The measure the performance of program design, development and review procedures based on predefined KPIs.	Performance report on program design, development and review procedures
	The HEI regularly collected and analyzed data and feedback on the effectiveness of its program design, development and review procedures.	Analyzed feedback data

IV. Result

No	Indicators	Means of verification evidences
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	The HEI demonstrated its achievement of measurable output for each program design, development and review goals and objectives	Performance reports
	The HEI demonstrated causal relationships between result for goal and objectives with its approaches, and deployments.	Performance Vs plan
	The HEI evaluates its attainment program design, development and review goals and objectives, against established each program design, development and review targets, trends, and benchmarks to contextualize performance and identify areas for improvement.	Continuous Performance trend analysis
	The HEI conducts regular reviews of its performance to identify patterns and trends over time, allowing for informed adjustments in program design, development and review objectives and approaches as needed.	Continuous Performance trend analysis

IV Improvement

No	Indicators	Means of verification evidences
1.	The HEI regularly gathered, analyzed and reported data on performance of its program design, development and review goals and objectives	Performance report, on program design, development and review procedure and quality assurance data collection tools.
2.	The HEI validated the data collected about performances on program design, development and review procedures (triangulation, data saturation, statistical techniques etc)	Documented evidences on Data validation on performance on program design, development and review procedure
3.	The HEI regularly reviewed and updated its program design, development and review operational plan	previous Vs Updated program design, development and review operational plan

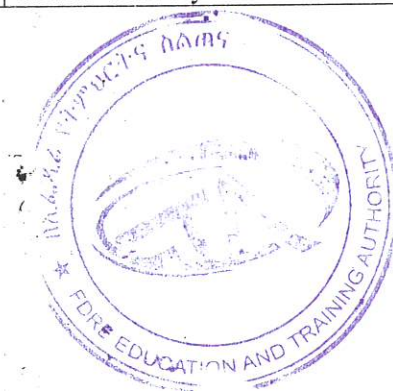


4.	The HEI has review processes for its program design, development and review activities and regularly assessed their effectiveness in terms of achievement of program design, development and review goals and objectives	Documented process to review its program design, development and review activities, reviewed activities, documented evidence on the effectiveness of the procedure.
5.	The HEI established culture of self-review, learning, and improvement on program design, development and review procedure	Periodic self - evaluation reports on program design, development and review procedure, enhancement plan, improvement evidences, identified good practices
6.	The HEI empowered and encouraged its staff members to participate in continuous improvement efforts regarding program design, development and review procedure.	Minutes of meeting, trainings, allocated budget
7.	The HEI demonstrated tangible changes or improvements on program design, development and review procedure resulted from the established review processes.	Documented evidences of changes or improvements on program design, development and review procedure resulted from review processes

Standard 10: Teaching and learning

I. Approach

No	Indicators	Means of verification
1.	The HEI developed a comprehensive teaching and learning policy and guidelines considering different delivery modalities that align with the regulatory requirements	HE Proclamation, directives (consulted), legislation, teaching and learning policy and guidelines
	The HEI established a mechanism to involve relevant stakeholder in teaching and learning policy and guidelines formulation process	Minutes of meeting, invitation letters, attendance
	The HEI established a communication strategy to disseminate its teaching and learning policy and guidelines to its relevant stakeholders	Students' handbook, curriculum,
2.	The HEI devised a mechanism to equip its faculty members with pedagogical skills	Training plan,
3.	The HEI established a monitoring mechanism to ensure the implementation of diverse teaching methods that fit the nature of the course	Session plan, students course evaluation form course delivery evaluation



		format
	The HEI established a monitoring mechanism to ensure the implementation of diverse teaching methods that fit the delivery modality	Session plan, students course evaluation form course delivery evaluation format
	The HEI developed mechanism ensuring that course content, teaching methods, and learning outcomes are consistent and complementary	Session plan, students course evaluation form course delivery evaluation format
4.	The HEI established a mechanism that ensures implementation of varieties of active learning methods	Session plan, curricula, teaching learning guideline
5.	The HEI devised a mechanism to utilize technology in learning teaching process	Curricula, learning and teaching policy, session plan
6.	The HEI designed a tracking mechanism to monitor course content coverage	Session plan, students course evaluation form Departmental course coverage evaluation format
7.	The HEI developed a mechanism to balance theory and practice in each course of a program	Curriculum design process, minutes of curriculum development, checklist for balance between theory and practice
	The HEI scheduled course that incorporate both theory sessions and practical activities	Course schedule
8.	The HEI devised a mechanism to regularly monitor and periodically evaluate the effectiveness of teaching learning mechanisms	M&E framework for teaching and learning system
	The HEI established KPI to measure the effectiveness of teaching learning mechanisms	strategic plan, departmental operational plan
	The HEI in placed a system to review the effectiveness of teaching and learning	strategic plan, departmental operational plan

II Deployment



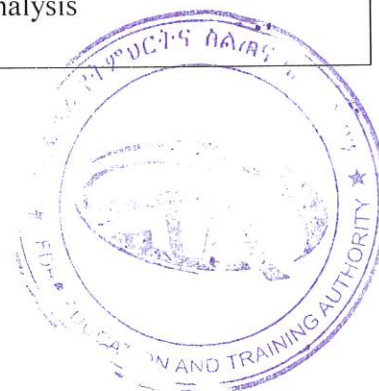
No	Indicators	Means of verification
1.	The HEI deployed teaching and learning policy and guidelines	teaching and learning policy and guidelines, course outline, curriculum, academic Calander
	The HEI involved relevant stakeholder in teaching and learning policy and guidelines formulation process	Minutes of meeting, invitation letters, attendance
	The HEI communicated its teaching and learning policy and guidelines to its relevant stakeholders	Students' handbook, curriculum, course outlines distributed
2.	The HEI equipped its faculty members with pedagogical skills	HDP, pedagogy training Certificates
3.	The HEI monitored the implementation of diverse teaching methods that fit the nature of the course	executed session plan report, analyzed students course evaluation data Analyzed course delivery evaluation data by departments
	The HEI monitored the implementation of diverse teaching methods that fit the delivery modality	executed session plan report, analyzed students course evaluation data Analyzed course delivery evaluation data by departments
	The HEI ensured that course content, teaching methods, and learning outcomes are consistent and complementary	executed session plan report, analyzed students course evaluation data Analyzed course delivery evaluation data by departments
4.	The HEI implemented varieties of active learning methods	Utilized session plans, supervision reports, program level SER
5.	The HEI utilized technology in learning teaching process	Smart class, vitally delivered sessions, portal
6.	The HEI monitored course content coverage	executed session plan report, analyzed students course evaluation data Analyzed course evaluation



		data by departments
7.	The HEI ensured the balance between theory and practice in each course delivery	executed session plan report, analyzed students course evaluation data Analyzed course evaluation data by departments Filled out log book
8.	The HEI periodically evaluated the effectiveness of the learning teaching system.	Feedback collected on the effectiveness of the system
	The measure the performance of learning teaching system based on predefined KPIs.	Performance report on learning teaching system
	The HEI regularly collected and analyzed data and feedback on the effectiveness of its learning teaching syasem.	Analyzed feedback data

III. Result

No	Indicators	Means of verification evidences
1.	The HEI demonstrated its achievement of measurable output for each teaching and learning goals and objectives	Performance reports
2.	The HEI demonstrated causal relationships between performance for each teaching and learning goal and objectives with its approaches, and deployments.	Performance Vs plan
3.	The HEI evaluates its attainment of teaching and learning goals and objectives, against established targets, trends, and benchmarks to contextualize performance and identify areas for improvement.	Continuous Performance trend analysis
4.	The HEI conducts regular reviews of its performance to identify patterns and trends over time, allowing for informed adjustments to teaching and learning	Continuous Performance trend analysis



	objectives and approaches as needed.	
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IV. Improvement

No	Indicators	Means of verification evidences
1.	The HEI regularly gathered, analyzed and reported data on performance of its teaching and learning goals and objectives	Performance report, teaching and learning plan, quality assurance data collection tools
2.	The HEI validated the data collected about performances on teaching and learning (triangulation, data saturation, statistical techniques etc)	Documented evidences on Data validation on performance of teaching and learning system
3.	The HEI regularly reviewed and updated its teaching and learning operational plan	previous Vs Updated teaching and learning operational plan
4.	The HEI has review processes for its teaching and learning activities and regularly assessed their effectiveness in terms of achievement of teaching and learning goals and objectives	Documented process to review its teaching and learning activities, reviewed activities, documented evidence on the effectiveness of the process
5.	The HEI established culture of self-review, learning, and improvement on teaching and learning system	Periodic self - evaluation reports teaching and learning system, enhancement plan, improvement evidences, identified good practices
6.	The HEI empowered and encouraged its staff members to participate in continuous improvement efforts regarding teaching and learning system	Minutes of meeting, trainings, allocated budget
7.	The HEI demonstrated tangible changes or improvements on teaching and learning system resulted from the established review processes	Documented evidences of changes or improvements on teaching and learning system resulted from review processes



Standard 11 Assessment

I. Approach

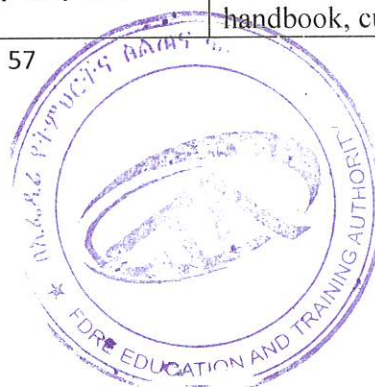
No	Indicators	Means of verification
1.	The HEI established a mechanism to involve relevant stakeholder assessment policy and guidelines formulation process	Engagement plan
	The HEI developed a comprehensive assessment policy and guidelines considering different delivery modalities that align with the regulatory requirements	HE Proclamation, directives (consulted), legislation, assessment policy and guidelines
	The HEI established a communication strategy to disseminate its assessment policy and guidelines to its relevant stakeholders	Students' handbook, curriculum, course outline
2.	The HEI developed mechanism to ensure course content, assessment methods, and learning outcomes are consistent and complementary	Session plan, students course evaluation format
3.	The HEI established a monitoring mechanism to ensure the implementation of diverse assessment methods that fit the nature of the course content	Session plan, students course evaluation format
	The HEI established a monitoring mechanism to ensure the implementation of diverse assessment methods that fit the delivery modality	Session plan, students course evaluation format
4.	The HEI established a mechanism to support assessment with technology	Technology platform for assessment
5.	The HEI developed an assessment guideline that guides the security, fairness and consistency in handling examination matters.	Assessment guideline
6.	The HEI devised a mechanism to ensure the validity and reliability of exam items	Exam committee ToR, assessment policy and guideline
7.	The HEI designed a mechanism to monitor and make sure that assessment covers the entire course content	students course evaluation format exam blue print Course evaluation format Exam review committee ToR,



		assignment letters
8.	The HEI developed a mechanism to balance theory and practice in designing assessment tools	Curriculum design process, minutes of curriculum development, checklist for balance between theory and practice
9.	The HEI in placed a mechanism to ensure evaluation method cover entire objectives of the course.	students course evaluation format exam blue print Course evaluation format Exam review committee ToR, assignment letters
10.	The HEI established a mechanism to monitor consistency of assessment practices across its departments and campuses.	Assessment standardization manual grading rubrics, marking criteria
11.	The HEI established an appeal policy and procedures for grievances handling related to assessment and marking.	Appeal policy and procedures, Appeal format Appeal hearing committee ToR, assignment letter
12.	The HEI devised a mechanism to regularly monitor and periodically evaluate the effectiveness of assessment system	M&E framework for assessment system
	The HEI established KPI to measure the effectiveness of assessment system	strategic plan, departmental operational plan
	The HEI in placed a system to review the effectiveness of assessment system	strategic plan, departmental operational plan

II. Deployment

No	Indicators	Means of verification
1.	The HEI involved relevant stakeholder in assessment policy and guidelines formulation process	Minutes of meeting, invitation letters, attendance
	The HEI assigned budget and human resource to deploy assessment policy and guidelines	operational plan
	The HEI communicated its assessment policy and	Distributed Students' handbook, curriculum, course



	guidelines to its relevant stakeholders	outline
2.	The HEI ensured course content, assessment methods, and learning outcomes are consistent and complementary	Executed session plan report, analyzed course evaluation data
3.	The HEI monitored the implementation of diverse assessment methods that fit the nature of the course content	Executed session plan report, analyzed course evaluation data
	The HEI monitored the implementation of diverse assessment methods that fit the delivery modality	Executed session plan report, analyzed course evaluation data
4.	The HEI supported assessment with technology	Utilized platform, protracted exam videos,
5.	The HEI ensured security, fairness and consistency in handling examination	Safe storage place, exam committee minutes, exam administration report
6.	The HEI ensured the validity and reliability of exam items	Minutes of exam committee, validated sample exam items, exam bank that contains validated exam items
7.	The HEI ensured assessments covered the entire course content	analyzed course evaluation data, Exam review committee, minutes of meetings
8.	The HEI ensured balance between theory and practice in assessment tools	minutes of exam committee, exam tools evaluation report
9.	The HEI ensured evaluation method covered the entire objectives of the course.	Course evaluation report Exam review committee minutes
10	The HEI monitored consistency of assessment practices across its departments and campuses.	Report on consistency of assessment practices
11	The HEI settled appeal and grievances cases related to assessment and marking.	Appeal hearing committee minutes of meeting, assignment letter, submitted appeal letter by students, settled cases
12	The HEI regularly monitored and periodically evaluated the effectiveness of assessment system	M&E framework for assessment system
	The HEI measured the effectiveness of assessment system based on pre-defined KPI	Performance report



	The HEI regularly collected and analyzed data and feedback on the effectiveness of its assessment system	Performance report on the effectiveness of assessment system
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V. Result

No	Indicators	Means of verification evidences
1.	The HEI demonstrated its achievement of measurable output for each assessment goals and objectives	Performance reports
2.	The HEI demonstrated causal relationships between performance for each assessment goal and objectives with its approaches, and deployments.	Performance Vs plan
3.	The HEI evaluates its attainment of assessment goals and objectives, against established targets, trends, and benchmarks to contextualize performance and identify areas for improvement.	Continuous Performance trend analysis
4.	The HEI conducts regular reviews of its performance to identify patterns and trends over time, allowing for informed adjustments to assessment objectives and approaches as needed.	Continuous Performance trend analysis

IV Improvement

No	Indicators	Means of verification evidences
1.	The HEI regularly gathered, analyzed and reported data on performance of its assessment goals and objectives	Performance report, assessment plan, quality assurance data collection tools



2.	The HEI validated the data collected about performances on assessment (triangulation, data saturation, statistical techniques etc)	Documented evidences on Data validation on performance of assessment system
3.	The HEI regularly reviewed and updated its assessment operational plan	previous Vs Updated assessment operational plan
4.	The HEI has review processes for its assessment activities and regularly assessed their effectiveness in terms of achievement of assessment goals and objectives	Documented process to review its assessment activities, reviewed activities, documented evidence on the effectiveness of the process
5.	The HEI established culture of self-review, learning, and improvement on assessment system	Periodic self - evaluation reports assessment system, enhancement plan, improvement evidences, identified good practices
6.	The HEI empowered and encouraged its staff members to participate in continuous improvement efforts regarding assessment system	Minutes of meeting, trainings, allocated budget
7.	The HEI demonstrated tangible changes or improvements on assessment system resulted from the established review processes	Documented evidences of changes or improvements on assessment system resulted from review processes

Standard 12: Research

I. Approach

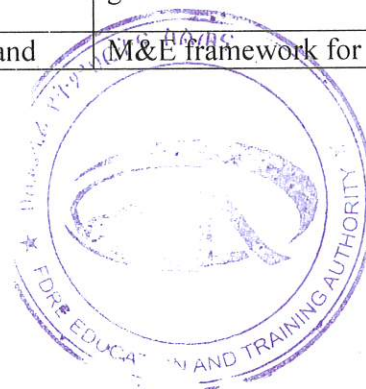
S.N	Indicators	Means of Verification Evidences
1.	The HEI devise mechanisms to engage relevant stakeholders in developing research policies, guidelines and procedures	Invitation letters, stakeholders engagement plan
	The HEI developed research policies, guidelines, and procedures that are aligned with national priorities, and regulatory requirements.	Documented research policies and guidelines, Consulted HE proclamation and directives;



		Provisions in Senate Legislation.
	The HEI developed a research policy and guidelines, that covered essential areas such as, research funding, ethics, collaboration, dissemination, impact assessment.	research policies, guidelines, Provisions in Senate Legislation
	The HEI established a research office that cascades research policies into operational plans.	Research office with assigned resources
	The HEI developed communication strategy to disseminate its research policies, guidelines, and procedures to its stakeholders.	Communication plan, resource and schedule
2.	The HEI developed procedures for supporting and monitoring student research activities.	Research Procedures.
	The HEI planned resources allotment (funding, facilities, mentorship) for student research, aligning with institutional priorities.	funding allocation plan for student research projects.
3.	The HEI developed a mechanism to identify and prioritize its major research thematic area with the involvement of relevant stakeholders	Stakeholders' engagement plan, (faculty, students, external partners)
	The HEI devised mechanisms ensuring that research priorities align with the programs it offers	Identified thematic areas Vs programs
4.	The HEI established a research fund mobilization mechanism to secure fund for its research undertakings	fund mobilization plan
5.	The HEI established a mechanism to ensure that research funds are used only for research purpose	Departmental plan Research proposal Institutional plan
6.	The HEI developed guidelines to monitor staff research, aligning with institutional priorities agendas and research commitment	Guidelines for staff research support, which aligns with institutional priorities, research load.
	The HEI planned resources (funding, infrastructure, research assistants, etc.) to support staff research activities.	resource allocation plan for staff research projects.
	The HEI developed incentives packages to encourage its staff to engage in research undertakings	Grant, teaching load reduction, promotion, awards
7.	The HEI developed research approval procedures taking in to account ethical standards	Research approval procedure Research policy, guidelines



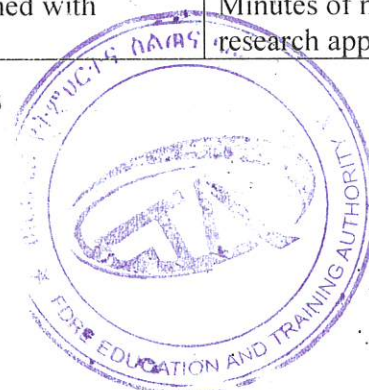
	The HEI devised a mechanism that its research approval procedures align with regulatory policies.	Guidelines consulted within the research approval procedure.
	The HEI established an oversee body with clearly defined responsibilities for monitoring compliance	Research review and approval committee, TOR, and qualifications.
	The HEI allocated appropriate resources to ensure that the research approval process operates effectively and efficiently	allocation of resources, plagiarism software license documents
8.	The HEI devised a mechanism to protect Intellectual Property Rights (IPR) arising from research	Research guideline, consulted HE proclamation, provision in legislation, committee ToR
9.	The HEI has developed a research database system for effective research data management and archiving, ensuring accessibility, and security.	data protection security certificate/license
	The HEI defined Clear roles and responsibilities for managing and updating the database system	job descriptions
	The HEI established publication and dissemination guidelines and procedures for managing research outputs, promoting transparency and accessibility of research data.	Documentation on research publication and dissemination guidelines
	The HEI allocated resources for the development and maintenance of the research database system.	Resource allocation reports
10.	The HEI established a mechanism to ensure the reputability of journals before subscription	Reputability indicator index utilization protocol Departmental research committee
11.	The HEI devised a mechanism to ensure the utilization of research outputs	Research outputs utilization communication strategy
12.	The HEI established a mechanism to publish or outsource the publication of its research outputs	MoA, procurement evidences,
13.	The HEI devised a mechanism to establish collaboration with national and international institutions	Collaboration strategy
14.	The HEI has developed guidelines to assess the impact of its research outputs	Research impact assessment guideline
15.	The HEI devised a mechanism to regularly monitor and	M&E framework for research



	periodically evaluate the effectiveness of research system	system
	The HEI established KPI to measure the effectiveness of research system	strategic plan, departmental operational plan
	The HEI in placed a system to review the effectiveness of research system	strategic plan, departmental operational plan

II. Deployment

No	Indicators	Verification Evidences
1.	The HEI involved relevant stakeholders in developing research policies, guidelines and procedures	Minutes of meeting, attendance and workshop proceeding, feedbacks incorporated in the policy document.
	The HEI allocated resource to deploy research policies, guidelines, and procedures	Operational plan, assignment letter and job description
	The HEI communicated its research policies, guidelines, and procedures to its stakeholders.	Student handbook, staff hand book, website, delivered training evidences
2.	The HEI supported and monitored student research activities.	Budget, advisor assignment evidences and advisor advisee ratio, defense schedule, advisee progress report
3.	The HEI identified and prioritized major research thematic area	Identified thematic areas, minutes of meetings and attendance, stakeholders' feedback on the identified thematic areas.
4.	The HEI diversified the source fund for its research undertakings	Grants, signed contracts with funding institutions, research partnership,
5.	The HEI utilized research funds only for research activities	Performance reports Financial audit reports
6.	The HEI monitored staff research that aligned with	Minutes of meeting for research approval, research



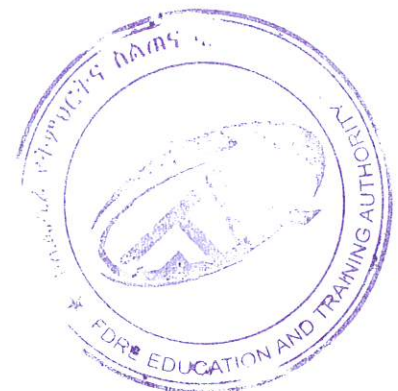
	institutional priorities and research commitment.	load,
	The HEI allocated resources to support staff research activities.	Fund, infrastructure, research assistants for staff research projects.
	The HEI offered incentives to encourage its staff to engage in research undertakings	Grant, teaching load reduction, promotion, certificate, awards
7.	The HEI maintained ethical standards in its research approval procedures	Minutes of meetings of the approval committee, signed consent form, ethical clearance .
	The HEI deployed appropriate resources for research approval activities	Plagiarism checked research outputs, utilized software, expenses, staff profiles, administrative cost.
8.	The HEI protected Intellectual Property Rights (IPR) arising from research	Minutes of meetings Ownership certificates,
9.	The HEI deployed the research database system	Research outputs available at data base
	The HEI assigned human resources for the management of the research database system	Letter of assignment, job description, payroll and credentials
	The HEI published and disseminated research outputs	Published research outputs, proceedings, research conference proceeding, uploaded research outputs in the research data base.
	The HEI regularly maintained and periodically updated its research database system.	Maintenance report
10.	The HEI subscribed only reputable journals	Departmental research committee minutes
11.	The HEI ensured utilization of its research outputs	Research outputs changed in to projects
12.	The HEI published by its own or out sourced the publication of its research outputs	journals, periodicals,



13.	The HEI established collaboration with national and international institutions	Granted scholarship, joint research outputs
14.	The HEI assessed the impact of its research outputs	Impact assessment report
15.	The HEI regularly monitored and periodically evaluated the effectiveness of research system	M&E framework for research system
	The HEI measured the effectiveness of research system based on pre-defined KPI	Performance report
	The HEI regularly collected and analyzed data and feedback on the effectiveness of its research system	Performance report on the effectiveness of research system

III. Result

No	Indicators	Means of verification evidences
	The HEI demonstrated its achievement of measurable output for each research goals and objectives	Performance reports
	The HEI demonstrated causal relationships between performance for each research goal and objectives with its approaches, and deployments.	Performance Vs plan
	The HEI evaluates its attainment of research goals and objectives, against established targets, trends, and benchmarks to contextualize performance and identify areas for improvement.	Continuous Performance trend analysis



The HEI conducts regular reviews of its performance to identify patterns and trends over time, allowing for informed adjustments to research objectives and approaches as needed.	Continuous Performance trend analysis
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IV. Improvement

No	Indicators	Means of verification evidences
	The HEI regularly gathered, analyzed and reported data on performance of its research goals and objectives	Performance report, research plan, quality assurance data collection tools
	The HEI validated the data collected about performances on research (triangulation, data saturation, statistical techniques etc)	Documented evidences on Data validation on performance of research system
	The HEI regularly reviewed and updated its research operational plan	previous Vs Updated research operational plan
	The HEI has review processes for its assessment activities and regularly assessed their effectiveness in terms of achievement of research goals and objectives	Documented process to review its research activities, reviewed activities, documented evidence on the effectiveness of the process
	The HEI established culture of self-review, learning, and improvement on research system	Periodic self - evaluation reports research system, enhancement plan, improvement evidences, identified good practices
	The HEI empowered and encouraged its staff members to participate in continuous improvement efforts regarding research system	Minutes of meeting, trainings, allocated budget
	The HEI demonstrated tangible changes or improvements on research system resulted from the established review processes	Documented evidences of changes or improvements on research system resulted from review processes

Standard 13: Community Engagement:

I. Approach



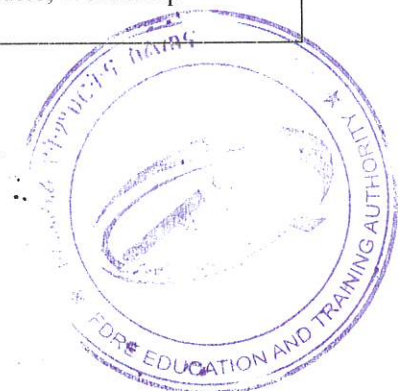
No	Indicators	Verification Evidences
1.	The HEI devise mechanisms to engage relevant stakeholders in developing community engagement: policies, guidelines and procedures	Invitation letters, stakeholders engagement plan
	The HEI developed community engagement policies, guidelines, and procedures that are aligned with national priorities, regulatory requirement and mission and strategic objective.	Documented Community engagement policies and guidelines, Consulted HE proclamation and directives; Provisions in Senate Legislation.
	The HEI established a Community engagement office that cascades community engagement policies into operational plans.	Community engagement office with assigned resources
	The HEI developed communication strategy to disseminate its community engagement policies, guidelines, and procedures to its stakeholders.	Communication plan, resource and schedule
	The HEI developed a strategy to engage the community with the participation of the community members.	Community engagement strategy
2.	Create a system to encourage and motivate community in relevant institutional committees	ToR, community engagement strategy
3.	The HEI established a mechanism to engage its staff and students in national services	Community engagement guideline, strategic plan,
4.	The HEI developed a mechanism to build credibility of its institution through community engagement.	Strategy build credibility, community engagement plan
5.	The HEI developed community engagement guideline to encourage its staff and students to participate in a range of community activities	Community engagement guideline
6.	The HEI developed Community engagement plan that mandate that community service activities be supported by research, reflecting a commitment to evidence-based practice.	Community engagement plan
7.	The HEI has developed guidelines to assess the impact of its community engagement activities	community engagement impact assessment guideline



8.	The HEI devised a mechanism to regularly monitor and periodically evaluate the effectiveness of community engagement system	M&E framework for research system
	The HEI established KPI to measure the effectiveness of community engagement system	strategic plan, departmental operational plan
	The HEI in placed a system to review the effectiveness of community engagement system	strategic plan, departmental operational plan

II. Deployment

No	Indicators	Verification Evidences
1.	The HEI engaged relevant stakeholders in developing community engagement policies, guidelines and procedures	Invitation letters, attendance,
	The HEI allocated resource to deploy community engagement policies, guidelines, and procedures	Operational plan, assignment letter and job description community engagement office
	The HEI communicated and disseminated its community engagement policies, guidelines, and procedures to its	Website, workshop



	stakeholders.	
2.	The HEI ensured engagement of the community according to community engagement strategy	Community engagement report
3.	The HEI engaged its staff and students in national services	Community engagement performance report
4.	The HEI built its credibility through community engagement	Community satisfaction survey
5.	The HEI encouraged its staff and students to participate in a range of community activities	Community engagement activities by staff and students
6.	The HEI supported its community engagement activities by research	Research base Community engagement
7.	The HEI allocated appropriate resources to its community engagement impact assessment activities	Resource allocation reports
	The HEI assessed the impact of its community engagement activities	Impact assessment report
8.	The HEI regularly monitored and periodically evaluated the effectiveness of community engagement system	M&E framework for community engagement system
	The HEI measured the effectiveness of community engagement system based on pre-defined KPI	Performance report
	The HEI regularly collected and analyzed data and feedback on the effectiveness of its community engagement system	Performance report on the effectiveness of community engagement system

III. Result

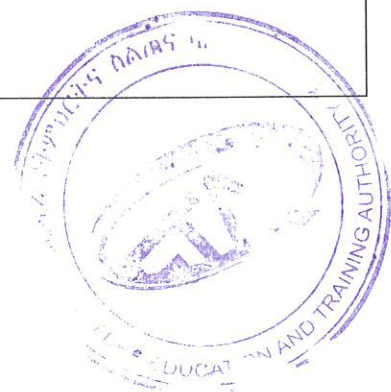
No	Indicators	Means of verification evidences
1.	The HEI demonstrated its achievement of measurable output for each community engagement goals and objectives	Performance reports



2.	The HEI demonstrated causal relationships between performance for each community engagement goal and objectives with its approaches, and deployments.	Performance Vs plan
3.	The HEI evaluates its attainment of community engagement goals and objectives, against established targets, trends, and benchmarks to contextualize performance and identify areas for improvement.	Continuous Performance trend analysis
4.	The HEI conducts regular reviews of its performance to identify patterns and trends over time, allowing for informed adjustments to community engagement objectives and approaches as needed.	Continuous Performance trend analysis

IV. Improvement

No	Indicators	Means of verification evidences
1.	The HEI regularly gathered, analyzed and reported data on performance of its community engagement goals and objectives	Performance report, community engagement plan, quality assurance data collection tools
2.	The HEI validated the data collected about performances on community engagement (triangulation, data saturation, statistical techniques etc)	Documented evidences on Data validation on performance of community engagement system
3.	The HEI regularly reviewed and updated its community engagement operational plan	previous Vs Updated community engagement operational plan
4.	The HEI has review processes for its assessment activities and regularly assessed their effectiveness in terms of achievement of community engagement goals and objectives	Documented process to review its community engagement activities, reviewed activities, documented evidence on the effectiveness of the process
5.	The HEI established culture of self-review, learning, and improvement on community engagement system	Periodic self - evaluation reports community engagement system, enhancement plan, improvement evidences, identified good practices
6.	The HEI empowered and encouraged its staff members to participate in continuous improvement efforts regarding community engagement system	Minutes of meeting, trainings, allocated budget

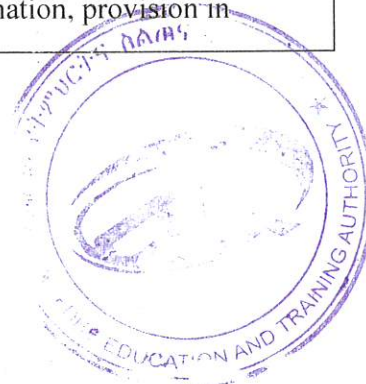


7.	The HEI demonstrated tangible changes or improvements on community engagement system resulted from the established review processes	Documented evidences of changes or improvements on community engagement system resulted from review processes
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Standard 14: Industry Linkage

I. Approach

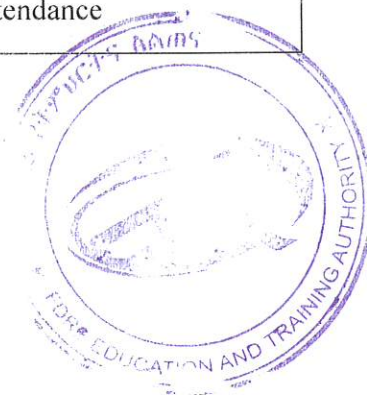
S.N.	Indicators	Means Verification Evidences
1.	The HEI developed industry linkage policies, guidelines and procedures, aligned with national regulations.	Consulted HE proclamation and directives, Provisions in Senate legislation
	The HEI established a mechanism to involve relevant stakeholder in its industry linkage policy formulation process	Stakeholders' engagement plan
	The HEI established a mechanism to align its industry linkage policy with its mission and strategic objectives	Industry Linkage planning sessions, Strategic plan
	The HEI developed communication strategy to communicate its industry linkage policy guidelines, and procedures to stakeholders.	Communication plan, Workshop and training budget & schedule, Senate Legislation, etc.
2.	The HEI established a system to strengthen its University-Industry Linkages	University-Industry Linkage strategy, MoU
3.	The HEI establish a system to manage and expand local and international university-industry partnerships.	Documented strategy, Communication channels established with industry partners.
	The HEI established funding mechanisms through industry collaborations, including grants, sponsorships, and joint research.	Evidence of funding agreements, grants, or sponsorships secured through industry partnerships.
4.	The HEI devised a mechanism to diversify its funding source for industry-linkage	Industry linkage Fund mobilization plan
5.	The HEI devised a mechanism to protect Intellectual Property Rights (IPR) arising from innovation	Industry linkage guideline consulted industry linkage proclamation, provision in



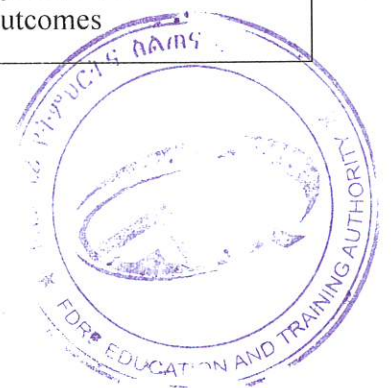
		legislation, committee ToR
6.	The HEI established a mechanism to integrate industry guest lectures into the academic curriculum, ensuring relevance to student learning objectives.	Guidelines for selecting and inviting industry professionals as guest lecturers, schedules, course outlines.
	The HEI developed internship programs in collaboration with industry partners to provide students with hands-on experience.	Internship program guidelines, MOUs or agreements for internship,
	The HEI devised mechanisms for collaborative projects between industry professionals and students, focusing on real-world experience.	Guidelines for collaborative industry projects, Ongoing or completed projects involving students and industry professionals.
7.	The HEI identified desired graduate skills and competencies from industry	conducted industry needs assessment
	The HEI conducted periodic labor market analyses to identify trends and expectations in graduate employability.	Tracer study
8	The HEI established KPI to measure performances of its industry linkage system	M&E framework
	The HEI established reporting mechanism on the performance of industry linkage operational plans	industry linkage performance reporting tools
	The HEI established a system to regularly collect and analyze performance data and feed back on the effectiveness of its industry linkage system	industry linkage plan

II Deployment:

S.N.	Indicators	Means Verification Evidences
1.	The HEI allocated resources for industry linkage	office, human resource, budget
	HEI involved relevant stakeholder in its industry linkage policy formulation process	Minutes of meeting, invitation letters, attendance



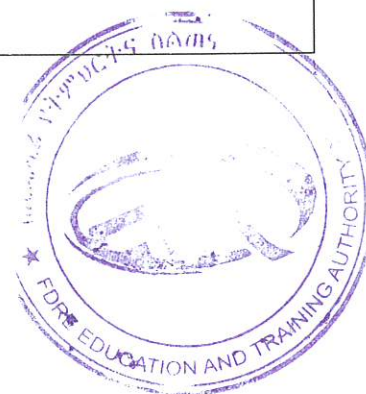
	The HEI aligned its industry linkage policy with its mission and strategic objectives	industry linkage operational plan
	The HEI communicated its industry linkage policy guidelines, and procedures to stakeholders.	Training, website and senate legislation, Workshop and training, etc.
2.	The HEI strengthened its University-Industry Linkages	University-Industry Linkage performance report, established and renewed MoU,
3.	The HEI established local and international partnerships	MoU, jointly innovated industry linkage outputs
4.	The HEI diversified its funding source for industry-linkage	Grants, MoU
	The HEI secured industry-funded research projects and launched collaborative initiatives.	Data on Number of industry-funded research projects and collaborative initiatives launched
	The HEI launched courses, programs, or events funded by industry sponsors.	Percentage of courses, programs, or events funded by industry sponsors.
5.	The HEI protected Intellectual Property Rights (IPR) arising from innovation	Minutes of meeting, ownership certificates
6.	The HEI offered industry guest lectures	Number of industry guest lectures organized per academic year, Analyzed feedback from student
	The HEI executed internship programs in collaboration with industry partners to provide students with hands-on experience	Number of students placed in internships through industry partnerships. Feedback from industry partners on the performance and learning outcomes of students.
	HEI conducted collaborative projects between industry professionals and students, focusing on real-world experience	Number of joint industry-academic projects initiated, Level of student participation in these projects, Documentation of project outcomes



	The HEI implemented a database or tracking system to monitor all active partnerships and projects.	database or tracking system
7.	The HEI collected, analyzed and interpreted data from industry stakeholders on desired graduate skills and competencies.	Industry needs assessment reports
	The HEI conducted periodic labor market analyses and identified trends and expectations in graduate employability.	Tracer study reports
8.	The HEI regularly monitored and periodically evaluated the effectiveness of industry linkage system	M&E framework for industry linkage system
	The HEI measured the effectiveness of industry linkage system based on pre-defined KPI	Performance report
	The HEI regularly collected and analyzed data and feedback on the effectiveness of its industry linkage system	Performance report on the effectiveness of industry linkage system

III. Result

No	Indicators	Means of verification evidences
1.	The HEI demonstrated its achievement of measurable output for each industry linkage goals and objectives	Performance reports
2.	The HEI demonstrated causal relationships between performance for each industry linkage goal and objectives with its approaches, and deployments.	Performance Vs plan



3.	The HEI evaluates its attainment of industry linkage goals and objectives, against established targets, trends, and benchmarks to contextualize performance and identify areas for improvement.	Continuous Performance trend analysis
4.	The HEI conducts regular reviews of its performance to identify patterns and trends over time, allowing for informed adjustments to industry linkage objectives and approaches as needed.	Continuous Performance trend analysis

IV. Improvement

No	Indicators	Means of verification evidences
1.	The HEI regularly gathered, analyzed and reported data on performance of its industry linkage goals and objectives	Performance report, industry linkage plan, quality assurance data collection tools
2.	The HEI validated the data collected about performances on industry linkage (triangulation, data saturation, statistical techniques etc)	Documented evidences on Data validation on performance of industry linkage system
3.	The HEI regularly reviewed and updated its industry linkage operational plan	previous Vs Updated industry linkage operational plan
4.	The HEI has review processes for its assessment activities and regularly assessed their effectiveness in terms of achievement of industry linkage goals and objectives	Documented process to review its industry linkage activities, reviewed activities, documented evidence on the effectiveness of the process
5.	The HEI established culture of self-review, learning, and improvement on industry linkage system	Periodic self - evaluation reports industry linkage system, enhancement plan, improvement evidences, identified good practices
6.	The HEI empowered and encouraged its staff members to participate in continuous improvement efforts regarding industry linkage system	Minutes of meeting, trainings, allocated budget
7.	The HEI demonstrated tangible changes or improvements on industry linkage system resulted from the established review processes	Documented evidences of changes or improvements on industry linkage system resulted from review processes



Standard 15: Internal Quality Assurance

I. Approach

S.N.	Indicators	Means of Verification Evidences
1.	The HEI developed internal quality assurance policy aligned with its mission and regulatory requirements.	Consulted Proclamations, directives, provisions in senate legislation.
	The HEI devised a mechanism to involve relevant stakeholders in its internal quality assurance policy and guideline formulation process.	Stakeholders engagement plan
	The HEI established mechanism to communicate its internal quality assurance policies and guidelines to stakeholders.	Communication strategy
2.	The HEI established a clearly defined organizational structure for its IQA system	Defined roles, responsibilities, reporting lines and IQA framework
	The HEI's organogram ensures the autonomy of the quality assurance office	Organogram, provisions in the legislation
3.	The HEI established a mechanism that ensures the integration of quality assurance system into its core functions (teaching and learning, research and community engagement)	QA procedures covering core functions.
	The HEI established a mechanism that ensures the integration of quality assurance system into its support functions (student services, IT infrastructure, library resources, human resource management and financial operations.)	QA procedures for support functions
	The HEI established a mechanism that ensures the integration of quality assurance system into its control functions (risk management, regulatory compliance, internal auditing)	QA procedures for control functions
	The HEI established a mechanism that ensures the integration of quality assurance system into its	QA procedures for strategic



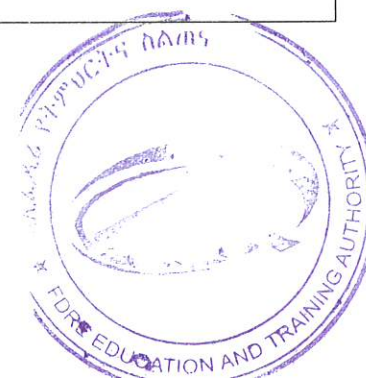
	strategic functions (governance, policy development, strategic planning and resource allocation)	functions
	The HEI established a mechanism that ensures the integration of quality assurance system into its operational functions (maintenance and facilities management, procurement and supply chain procedures, and security and safety)	QA procedures for operational functions
	The HEI established a mechanism that ensures the integration of quality assurance system into its cross-cutting functions (sustainability, diversity and inclusion, equity and digital transformation)	QA procedures for cross-cutting functions
4.	The HEI set up a quality care unit or committee structure at institutional, faculty and program level that closely follow quality assurance activities.	committee ToR,
5.	The HEI formulated mechanism for conducting periodic institutional self-evaluations, with established procedures for corrective actions based on the findings.	Self-evaluation guideline, committee ToR
	The HEI formulated mechanism for conducting periodic academic self-evaluations (academic audit) with established procedures for corrective actions based on the findings.	Program Self-evaluation guideline, committee ToR
6.	The HEI Inplaced a mechanism to maintain consistency in the implementation of its policies, systems, mechanisms, and procedures across its campuses, faculties and programs.	Institutional level quality assurance plan, campus based quality assurance plan, quality assurance organizational structure
7.	The HEI developed a comprehensive feedback collection mechanism on quality assurance performances from stakeholders (students, industry partners, alumni, and staff) to inform decision-making.	Feedback collection tools,
8.	The HEI devised a mechanism to regularly monitor and periodically evaluate the effectiveness of IQA system	M&E framework for research system
	The HEI established KPI to measure the effectiveness of IQA system	strategic plan, departmental operational plan



The HEI in placed a system to review the effectiveness of IQA system	strategic plan, departmental operational plan
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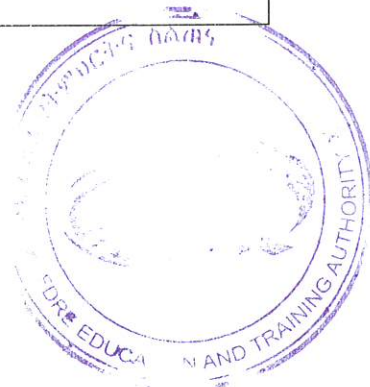
II Deployment

S.N.	Indicators	Means of Verification Evidences
1.	The HEI involved relevant stakeholders in its internal quality assurance policies and guidelines formulation process	Invitation letters, attendance, minutes, Stakeholders feedback
	The HEI allocated resources for implementation of quality assurance system.	Office, credentials, assignment letters, disseminate job description, allocated budget, operational plan
	The HEI communicated its internal quality assurance policies to its stakeholders.	Disseminated quality assurance policy and guideline, trainings attendance, workshop proceedings, website, senate legislation
2.	The HEI's quality assurance office exercised its authority to enforce quality standards through institution	Analyzed M&E data, letters, memos, notices and evidence on corrective accitons.
	The HEI 's QA has unrestricted access to necessary data to conduct internal quality audit.	Organized and analyzed data related to quality assurance, internal self evaluation report.
3.	The HEI integrated quality assurance system into its core functions (teaching and learning, research and community engagement)	Evidence of regular reviews and reports
	The HEI integrated quality assurance system into its support functions (student services, IT infrastructure, library resources, human resource management and financial operations.)	Evidence of regular reviews and reports
	The HEI integrated quality assurance system into its control functions (risk management, regulatory compliance, internal auditing)	Evidence of regular reviews and reports
	The HEI integrated quality assurance system into its strategic functions (governance, policy development, strategic planning and	Evidence of regular reviews and reports



	resource allocation)	
	The HEI integrated quality assurance system into its operational functions (maintenance and facilities management, procurement and supply chain procedures, and security and safety)	Evidence of regular reviews and reports
	The HEI integrated quality assurance system into its cross-cutting functions (sustainability, diversity and inclusion, equity and digital transformation)	Evidence of regular reviews and reports
4.	The HEI deployed a quality committee structure at institutional, faculty and program level that closely follow quality assurance activities.	Assignment letters, committee minutes, performance report
5.	The HEI conducted periodic institutional self-evaluations,	Self-evaluation report, committee minutes of meetings
	The HEI conducted periodic academic self-evaluations	Program Self-evaluation report, committee minutes of meetings
6.	The HEI implemented its quality assurance policies, systems, mechanisms, and procedures across its campuses, faculties and programs consistently.	Performance report at institutional and campus level
7.	The HEI collected and analyzed feedback on quality assurance performances from stakeholders(students, industry partners, alumni, and staff)	Analyzed feedback report
8.	The HEI regularly monitored and periodically evaluated the effectiveness of IQA system	M&E report
	The HEI measured the effectiveness of IQA system based on pre-defined KPIs	Performance report
	The HEI reviewed the effectiveness of IQA system	Performance report

III Result



No	Indicators	Means of verification evidences
	The HEI demonstrated its achievement of measurable output for each quality assurance goals and objectives	Performance reports
	The HEI demonstrated causal relationships between performance for each quality assurance goal and objectives with its approaches, and deployments.	Performance Vs plan
	The HEI evaluates its attainment of quality assurance goals and objectives, against established targets, trends, and benchmarks to contextualize performance and identify areas for improvement.	Continuous Performance trend analysis
	The HEI conducts regular reviews of its performance to identify patterns and trends over time, allowing for informed adjustments to quality assurance objectives and approaches as needed.	Continuous Performance trend analysis

II. Improvement

No	Indicators	Means of verification evidences
1.	The HEI regularly gathered, analyzed and reported data on performance of its quality assurance goals and objectives	Performance report, quality assurance plan, quality assurance data collection tools



2.	The HEI validated the data collected about performances on quality assurance system (triangulation, data saturation, statistical techniques etc)	Documented evidences on Data validation on performance of quality assurance system
3.	The HEI regularly reviewed and updated its quality assurance operational plan	previous Vs Updated quality assurance operational plan
4.	The HEI has review processes for its assessment activities and regularly assessed their effectiveness in terms of achievement of quality assurance goals and objectives	Documented process to review its quality assurance activities, reviewed activities, documented evidence on the effectiveness of the process
5.	The HEI established culture of self-review, learning, and improvement on quality assurance system	Periodic self - evaluation reports quality assurance system, enhancement plan, improvement evidences, identified good practices
6.	The HEI empowered and encouraged its staff members to participate in continuous improvement efforts regarding quality assurance system	Minutes of meeting, trainings, allocated budget
7.	The HEI demonstrated tangible changes or improvements on quality assurance system resulted from the established review processes.	Documented evidences of changes or improvements on quality assurance system resulted from review processes

