

# **FDRE EDUCATION AND TRAINING AUTHORITY**

## **Institutional Quality Audit Standard for Higher Education Institutions ADRI- Based Indicators**

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## ACRONYMS

<b>AC</b>	Academic Council
<b>ADRI</b>	Approach Deployment Result Improvement
<b>CPD</b>	Continuous Professional Development
<b>DC</b>	Department Council
<b>EAES</b>	Education Assessment and Examination service
<b>EIC</b>	Entrepreneurship and Innovation Center
<b>ETA</b>	Education and Training Authority
<b>HEI</b>	Higher Education Institution
<b>HDP</b>	Higher Diploma Program
<b>HRM</b>	Human Resource Management
<b>ILRM</b>	Infrastructure and Learning Resource Management
<b>IPR</b>	Intellectual Property Right
<b>KPI</b>	Key Performance Indicator
<b>MoA</b>	Memorandum of Agreement
<b>MoU</b>	Memorandum of Understanding
<b>M&amp;E</b>	Measurement and Evaluation
<b>SER</b>	Self-Evaluation Report
<b>ToR</b>	Terms of Reference
<b>SIMS</b>	Students Information Management system
<b>SME</b>	Small and Medium-sized Enterprises
<b>TVETI</b>	Technical and Vocational Education and Training Institution

## 1. 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 in alignment with the standards and guidelines established by the Education and Training Authority.

The ADRI framework provides a robust methodology for assessing how institutions plan, implement, achieve, and sustain improvements in their quality assurance systems. By consolidating the ADRI indicators for each guideline under the established standards, it ensures a clear and consistent approach to the quality audit process. The ADRI indicators are designed to capture the core elements of institutional quality management and continuous improvement.

### **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, promoting consistency across institutional quality audits conducted by the Education and Training Authority (ETA).
2. Provide HEIs and quality auditors with a clear understanding of the expectations for each standard and guideline, promoting 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 institutions in their efforts to enhance quality assurance systems.
5. Establish a framework that ensures HEIs meet national quality standards and contribute to the continuous enhancement of their quality assurance systems.

## **ADRI Dimensions**

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

### **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 Insights gathered through discussions or interviews with key stakeholders. 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 and 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, and 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:

- For each statement of intent (goals, objectives, targets etc.), what are the results?
- Can the Institution demonstrate exactly of how and why these results were achieved?
- Have the results been adequately contextualized? (E.g. using targets, trends and benchmarks)?
- 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

## Standard 1: Vision and Mission

### I. Approach

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
1.1.	The HEI established planning process to define its strategic intents ensuring a mechanism for stakeholders' participation, in alignment with its differentiation and national priorities and approved by the governing body.	Higher education proclamation (consulted), Legislation, planning documents, directives, guidelines, strategic plan and policy documents
	The HEI designed a mechanism to communicate its strategic intents to its stakeholder	Communication strategy and communication plan
1.2.	The HEI formulate a mechanism to ensure strategic goals and objectives emanate from its mission and align with its activities	Strategic plan and operational plan
	The HEI established a mechanism to mainstream major cross-cutting issues in its functional units.	Strategic and operational plan
1.3.	The HEI devised a mechanism to regularly monitor the effectiveness of its strategic intent formulation process using pre- defined KPIs.	M&E framework on strategic plan
	The HEI devised a mechanism to assess the attainment level of its strategic intent using KPI	Strategic and operational plan

### II. Deployment

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
1.4	The HEI has clear and realistic vision, mission and goals aligned with its differentiation, developed with the participation of key stakeholders and approved by governing body	Strategic documents (legislation, strategic plan, etc.) minute of meetings, attendance, letter of invitation and feedbacks incorporated in the purpose
	The HEI's vision, mission and core values consistently appeared across strategic documents and are communicated to stakeholders	Strategic plan, legislation, directives, guidelines, manuals, website, flayers, induction package, student hand book and billboard
	The HEI clearly defined its goals, objectives and activities aligned with its mission	Strategic and operational plan
	The HEI mainstreamed major cross-cutting issues in to relevant functional units.	Strategic plan, legislation, directives, guidelines, manuals, organizational structure and job descriptions and
	The HEI regularly conducted student and staff satisfaction survey on its strategic intents and distributed to its stakeholder	Students and staff satisfaction survey report
	The HEI regularly monitored and periodically evaluated the effectiveness of its strategic intent formulation process using pre-defined KPIs.	M&E report, performance reports, students and staff satisfaction survey report

### III. Result

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
1.5	The HEI demonstrated measurable result of its strategic intent goals that has causal relationship with the approach and deployment.	Performance reports
	The HEI contextualized performance and identified areas for improvement through evaluating its attainment of strategic goals and objectives against established targets, trends, and benchmarks.	Continuous performance trend analysis data

### IV. Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
5.	The HEI regularly gathered, validated, analyzed and reported data on attainment of its strategic intents	Performance report and documented evidences on data validation on the attainment of strategic intent and
	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its strategic intent	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its strategic and operational plan	Previous vs updated strategic, operational plan
	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

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
2.1.	The HEI developed governance goals, policies, and SMART objectives aligned with regulatory policies, with stakeholder participation, established a communication strategy.	Strategic plan, HRM policy and guideline, financial policy, procurement policy, assessment policy, quality assurance policy, research and community engagement policy, guidelines, manuals, ToR, attendances and invitation letters
2.2.	The HEI created a structure aligned with its mission, defined roles and responsibilities and formed committees with defined terms of reference.	Job description, human resource manual, appointment letters, communication plan and committee structure
	The HEI established merit based, inclusive and non-discriminatory leadership Policy	Documented evidences on affirmative action, minutes and leadership composition

	The HEI established a mechanism to ensure accountability, transparency, and participation, with roles and responsibilities aligned to the required authority.	Job descriptions, committee TOR, students and staff hand book, stakeholder consultation plan, AC and DC committee structure
<b>2.3.</b>	The HEI developed policy for grievance, appeal and discipline handling	Federal civil servants proclamation (consulted), legislation, minutes and discipline committee ToR,
<b>2.4.</b>	The HEI developed a risk management policy, plan and mitigation strategy	Management policy, mitigation strategy, risk assessment document and risk mitigation plan
<b>2.5.</b>	The HEI devised a mechanism to regularly monitor the effectiveness of its governance system using pre-defined KPIs.	M&E framework for governance system
	The HEI in placed a system to review the effectiveness of its governance system	Strategic and operational plan

## II. Deployment

<b>Guideline Ref. #</b>	<b>Indicators</b>	<b>Means of Verification Evidences (Indicative Sources)</b>
<b>2.6.</b>	The HEI allocated human resources and budget for its structure and disseminated its governance policy and roles and responsibilities to stakeholder.	Staff profile, job description, budget breakdown, office, assignment letters, minutes of meeting, allotted budge, website, memos and notice, HRM policy and guideline, financial policy,–ToR, attendances and invitation letters
	The HEI promoted its staff based on merit and inclusive and non-discriminatory manner	Documented evidences on affirmative action taken, leadership composition and staff profile
	The HEI demonstrated transparency, accountability, and participation in decision-making at all levels with roles and responsibilities aligned with the required authority.	Minutes of meetings, documented evidence on measures taken, endorsement procedures, AC and DC committee minutes
	The HEI ensured grievance, appeal and disciplinary cases were settled	Minutes of meetings and cases resolved

	as per the policy and guidelines	
	The HEI identified potential risks and mitigated proactively as per the plan	Performance report on risk management
	The HEI regularly conducted student and staff satisfaction survey on its governance system and distributed to its stakeholder	Students and staff satisfaction survey report
	The HEI regularly monitored and periodically evaluated the effectiveness of its governance system using pre-defined KPIs.	M&E report, performance reports, students and staff satisfaction survey report

### III. Result

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
2.7.	The HEI demonstrated measurable result of governance goals that has causal relationship with the approach and deployment.	Performance reports
	The HEI contextualized performance and identified areas for improvement through evaluating its attainment of governance goals and objectives, against established targets, trends, and benchmarks.	Continuous performance trend analysis data

### IV. Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
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<b>2.8.</b>	The HEI regularly gathered, validated, analyzed and reported data on attainment of its governance goals	Performance report and documented evidences on data validation on the attainment of governance goals
	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its governance system	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its governance system	Stakeholder satisfaction, staff retention, budget utilization, decreased grievance rate, representative leadership composition etc.
	The HEI demonstrated tangible changes or improvements on its governance system resulted from the established review processes	Documented evidences of changes or improvements on governance system resulted from review processes

### Standard 3: Financial Management

#### I. Approach

<b>Guideline Ref. #</b>	<b>Indicators</b>	<b>Means of Verification Evidences (Indicative Sources)</b>
<b>3.1.</b>	The HEI established a finance policy aligned with national regulations and international principles, created mechanisms to involve stakeholders	Consulted relevant national policy, financial policy, stakeholder engagement plan and budget plan
	The HEI established a mechanism to communicate its financial policy to its stakeholder.	Communication plan and strategy
<b>3.2.</b>	The HEI developed mechanisms to diversify funding sources for financial sustainability, ensure appropriate budget allocation between core and support functions, and a mechanism that guarantee transparency and accountability in the budgeting process.	Strategic plan, fund mobilization plan, income generating plan, budget breakdown, internal financial audit plan and approval process



	The HEI developed procurement procedure to ensure transparency and accountability	Procurement procedure and guideline and digital procurement system
<b>3.3.</b>	The HEI developed internal financial audit procedures that is in line with the national financial audit requirement	Consulted national financial audit policy, internal financial audit guideline, organogram, legislation, roles and responsibilities
<b>3.4.</b>	The HEI devised a mechanism to regularly monitor the effectiveness of its financial management system using pre-defined KPIs	M&E framework for financial management system
	The HEI in placed a system to review the effectiveness of its financial management system	operational plan and strategic plan

## II. Deployment

<b>Guideline Ref. #</b>	<b>Indicators</b>	<b>Means of Verification Evidences (Indicative Sources)</b>
<b>3.5.</b>	The HEI engaged stakeholders in the financial policy formulation process, allocated resources for its financial management system, and communicated the policy to its stakeholders.	Minutes of meeting, invitation letter and attendance, collected stakeholder feedback, office, budget and assigned personnel, website, financial policy, training, induction package and feedbacks incorporated in the policy
	The HEI diversified its funding sources to ensure financial sustainability, allocated appropriate budget between core and support functions, and involved various stakeholder in the budget planning and decision-making process.	Identified financial sources and integrated into the institution's budget, grants, donations, partnerships, proportion of the total budget allocated to research, teaching learning, community service, minutes of meetings and of workshop proceeding
	The HEI regularly conducted student and staff satisfaction survey on its financial management system and distributed to its stakeholder	Students and staff satisfaction survey report
	The HEI allocated resource and conducted	Office, job description, budget, internal

	internal financial audit	financial audit report
	The HEI regularly monitored and periodically evaluated the effectiveness of its financial management system using pre-defined KPIs.	M&E report, performance report, Students and staff satisfaction survey report

### III. Result

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
3.6.	The HEI demonstrated measurable result of financial management goals that has causal relationship with approach and deployment.	Performance reports
	The HEI contextualized performance and identified areas for improvement through evaluating its attainment of financial management goals and objectives, against established targets, trends, and benchmarks.	Continuous performance trend analysis data

### IV. Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
3.7.	The HEI regularly gathered, validated, analyzed and reported data on attainment of its financial management goals	Performance report and documented evidences on data validation on attainment of financial management goals
	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its financial management practices.	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its financial management system	Improved budget utilization, system update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback

	The HEI demonstrated tangible changes or improvements on its financial management system resulted from the established review processes	Documented evidences of changes or improvements on financial management system resulted from review processes
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## Standard 4: Infrastructure and Learning Resources

### I. Approach

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
4.1.	The HEI established a comprehensive asset management policy and system, detailing procedures for the acquisition, utilization, retention, maintenance, upgrading and updating of infrastructure and learning resources taking in to account regulatory requirements ensuring participation of stakeholders	Asset management Policy, guideline, maintenance manuel, Procurement proclamation and stakeholder engagement plan
	The HEI devised a mechanism to communicate the asset management policy to stakeholders	Communication plan and strategy
4.2.	The HEI set criteria for aligning resources with curriculum requirements and diverse students need	Resource management and allocation guidelines, records of curriculum review processes showing resource alignment
	The HEI developed a mechanism to ensure learning resources and facilities are accessible, safe, functional, and adhere to health and safety regulations	Resource utilization guideline and national health and safety policies
	The HEI developed guidelines to integrate emerging technology into learning and established mechanisms and digital platforms to enhance digital and technology-supported education.	Technology integration guideline and interactive digital platforms
4.3.	The HEI established an inventory management system and central database to track learning resources, to identify underuse or overuse and track lifecycle of all infrastructure and learning resources.	Inventory management system and preventive maintenance schedule

4.4.	The HEI established a process for conducting safety inspections by certified professionals, outlining inspection schedules, standards, and procedures for identifying and mitigating hazards.	Safety inspection policy and consulted national policy pertinent to safety
	The HEI designed mechanisms to maintain up-to-date records of learning resources, ensure their proper maintenance, and oversee their calibration to support optimal functionality.	Digital and/or manual recording platform (formats, database), maintenance plan, calibration plan
4.5.	The HEI developed an integrated waste management policy promoting reduction, reuse, and recycling, and devised a procedure for waste segregation and disposal in compliance with environmental regulations.	Waste management policy and plan
4.6.	The HEI devised a mechanism to digitalize its core, support, control, strategic, operational, and cross-cutting functions	Strategic plan, ICT policy and strategy and operational plans
4.7.	The HEI devised a mechanism to regularly monitor the effectiveness of its ILRMS using pre-defined KPIs.	M&E framework for ILRMS
	The HEI in placed a system to review the effectiveness of its ILRMS	Strategic plan, operational plan

## II. Deployment

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
4.8.	The HEI involved relevant stakeholders in the infrastructure and learning resource management policy formulation process, communicated its asset management policy to stakeholders, and allocated appropriate resources to execute the asset management plan.	Letter of assignment, job description, allotted budget, invitation letters, minutes of meeting, workshop attendance, workshop proceeding, website and feedbacks incorporated in the policy
	The HEI aligned resources with curriculum requirements and diverse student needs	Curricula and resource alignment evidence
	The HEI ensured learning resources and facilities	Feedback from users,

	are accessible, safe, and functional, adhering to health and safety regulations	satisfaction survey, health and safety report on infrastructure and learning resource etc.
	The HEI integrated emerging technology into infrastructure and learning resources and implemented digital technology-supported education.	Evidences on technology integration and interactive digital platforms
	The HEI implemented an inventory management system and central data base tracked learning resources, identified underuse or overuse resources and tracked lifecycle of infrastructure and learning resources.	Asset management database, inventory management report and resource utilization report
	The HEI tracked the condition, usage, and lifecycle of infrastructure and learning resources, scheduled and carried out preventive maintenance.	Reports on maintenance and inventory analysis report
	The HEI conducted safety inspections by certified professionals, maintained up-to-date records, and calibrated learning resources.	Safety inspection reports, digital and/or manual records, maintenance report, calibration report
	The HEI digitalized/automated its core, support, control, strategic, operational, and cross-cutting functions.	Digitalized/automated tools and platforms such as learning management system, student admission and support system, financial management system, inventory management system and HRIMS etc.
	The HEI installed waste treatment facilities	Waste treatment report
	The HEI regularly conducted student and staff satisfaction survey on its Infrastructure and Learning resources and distributed to its stakeholder	Students and staff satisfaction survey report
	The HEI regularly monitored and periodically evaluated the effectiveness of its ILRMS using pre-defined KPIs.	M&E report, performance reports, students and staff satisfaction survey report

### III. Result

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
1.	The HEI demonstrated measurable result of ILRM goals that has causal relationship with the approach and deployment.	Performance reports
	The HEI contextualized performance and identified areas for improvement through evaluating its attainment of ILRM goals and objectives, against established targets, trends, and benchmarks.	Continuous Performance trend analysis data

### IV. Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
4.10.	The HEI regularly gathered, validated, analyzed and reported data on attainment of its ILRM goals	Performance report and documented evidences on data validation on attainment of ILRM goals
	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its Infrastructure and Learning resources and ILRM	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its ILRM System	System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback
	The HEI demonstrated tangible changes or improvements on its ILRM system resulted from the established review processes	Documented evidences of changes or improvements on ILRM system resulted from review processes

## Standard 5: Academic and Support staff

### I. Approach

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
5.1.	The HEI formulated HRM policies and procedures in alignment with regulatory policies, its mission and strategic objectives for staff recruitment, appointment, promotion, and development and established mechanisms to involve stakeholders in HRM policy formulation.	HRM policy, consulted (harmonized legislation, senate legislation, HEI proclamation and civil servant proclamation), stakeholder engagement plan, HRM policy development plans etc.
	The HEI developed a communication strategy to disseminate HRM policies and procedures to stakeholders and communicated staff rights, roles, and responsibilities.	Communication plan and strategy
5.2.	The HEI devised a mechanism to conduct periodic human resource needs analysis and staff retention.	Periodic human resource needs analysis plan, workload analysis, staff retention plan, benefit and incentive package policy etc.
5.3.	The HEI defined key performance indicators for staff performance appraisal, developed a monitoring and evaluation mechanism, and created professional development and capacity-building plans for academic and support staff.	Performance appraisal tools, HRM monitoring and evaluation procedure, CPD plan and capacity building plan
5.4.	The HEI's HRM policies and procedures promote equity, affirmative action, and inclusive leadership to address gender disparity and underrepresentation in selection, recruitment, promotion, and development.	HRM policy, consulted (gender specific national policy and civil service commission directive), provision on affirmative action, etc.
5.5.	The HEI devised a mechanism for handling disciplinary cases, established a fair and transparent appeal system with clearly defined procedures and developed a code of conduct for its staff,	Appeal hearing committee ToR, appeal guideline, staff code of conduct directive, senate legislation, HRM policy, appeal procedure manual, committee structure, minutes of meetings

<b>5.6.</b>	The HEI devised a mechanism to regularly monitor the effectiveness of its HRM system using pre-defined KPIs	M&E framework for HRM system
	The HEI in placed a system to review the effectiveness of its HRMS	Strategic and operational plans

## II. Deployment

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
5.7.	The HEI recruited and appointed staff, conducted inductions, promoted employees, and aligned its HRM policies with the institutional mission. It also provided professional development opportunities for academic staff and clearly communicated policies, procedures, duties, and responsibilities to its staff.	Minutes of meeting of recruitment committee, application letters with credential, allocated budget, promotion committee minutes and job description
	The HEI collected and analyzed data on HR needs, implemented a staff retention plan, monitored and evaluated performance against KPIs, and provided capacity-building for support staff.	HR needs assessment and work load analysis, financial and non-financial incentive and benefit package offered, performance appraisal report, short term and long term training evidences and exposure visit evidences
5.8.		
	The HEI promoted gender equity in recruitment and selection, and addressed disciplinary and appeal cases while communicating the code of conduct to staff.	Minutes of meeting, records of resolved cases and affirmative actions taken on recruitment, selection and promotion
	The HEI regularly conducted student and staff satisfaction survey on its HRM and distributed to its stakeholder	Students and staff satisfaction survey report
	The HEI regularly monitored and periodically evaluated the effectiveness	M&E report, performance reports, students and staff satisfaction survey



	of its HRMS using pre-defined KPIs.	report
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### III. Result

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
5.9.	The HEI demonstrated measurable result of HRM goals that has causal relationship with approach and deployment.	Performance reports
	The HEI contextualized performance and identified areas for improvement through evaluating its attainment of HRM goals and objectives, against established targets, trends, and benchmarks.	Continuous performance trend analysis data

### IV. Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
5.10.	The HEI regularly gathered, validated, analyzed and reported data on attainment of its HRM goals	Performance report and documented evidences on data validation on attainment of HRM goals
	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its HRM	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its HRM System	System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback
	The HEI demonstrated tangible changes or improvements on its HRM system resulted from the established review processes	Documented evidences of changes or improvements on HRM system resulted from review processes

## Standard 6: Student Admission

### I. Approach

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
6.1.	The HEI formulated a student admission policy and procedure in line with regulatory requirements, involving relevant stakeholder in its development, communicating the policies to them, and ensuring the procedure takes diversity into account.	Consulted nationally harmonized academic policy, provisions in the senate legislation on student transfer and registrar guideline, student admission policy, policy provision on students retention and student mobility, stakeholder engagement plan, communication strategy, student orientation guideline, policy provisions on diversity and admission endorsement committee ToR
6.2.	The HEI devised mechanisms to verify the authenticity of student credentials, integrated Students Information Management System with national Education Assessment and Examination Service (EAES) database to ensure only eligible students are admitted	Credential authentication verification manual, admission endorsement committee ToR.
6.3.	The HEI established procedures to ensure consistent admission practices across campuses, implemented a system to securely store student records, maintained both hard and soft copies of credentials, and set up a backup mechanism.	System security certificate, SIMS, conditioned room, server
6.4.	The HEI established an appeal system with a clear procedure for student admission	Appeal hearing committee ToR, appeal procedures, appealing formats
6.5.	The HEI devised a mechanism to regularly monitor the effectiveness of its student admission system using pre-defined KPIs	M&E framework for student admission system
	The HEI in placed a system to review the effectiveness of its students admission system	Strategic and operational plan

### II. Deployment

<b>Guideline Ref. #</b>	<b>Indicators</b>	<b>Means of Verification Evidences (Indicative Sources)</b>
<b>6.6.</b>	The HEI allocated resources for student admission activities, involved relevant stakeholder in policy formulation, communicated admission policy to stakeholder, and admitted students from multicultural backgrounds, including those with special needs.	Registrar office, budget, letter of assignment, job description, minutes of meeting, invitation letters, attendance, stakeholder feedback, student handbook, posters, website, media, and feedbacks incorporated in the policy
	The HEI verified the authenticity of student credentials, admitted students according to admission requirements, followed the student mobility policy for student transfer, and endorsed accepted students.	Verified credentials, student records, student admission endorsement committee minutes, transferred students profile and admission endorsement committee minutes of meetings
<b>6.7.</b>	The HEI utilized the integrated EAES and SIMS, adhered to consistent admission procedures across its campuses, securely stored student credentials in both hard and soft copies, deployed a backup mechanism	System generated report on verified credentials, records of students profile across campuses, student record in hard and soft copy, conditioned room and backed up student file
	The HEI handled student appeal in the admission process.	Appeal hearing committee minutes and resolved cases
	The HEI regularly conducted student and staff satisfaction survey on its student admission system and distributed to its stakeholder	Students and staff satisfaction survey report
	The HEI regularly monitored and periodically evaluated the effectiveness of its student admission system using pre-defined KPIs.	M&E report, performance reports, students and staff satisfaction survey report

### III. Result

<b>Guideline Ref. #</b>	<b>Indicators</b>	<b>Means of Verification Evidences (Indicative Sources)</b>
<b>6.8.</b>	The HEI demonstrated measurable result of student admission goals that has causal relationship with approach and deployment.	Performance reports

	The HEI contextualized performance and identified areas for improvement through evaluating its attainment of student admission goals and objectives, against established targets, trends, and benchmarks.	Continuous performance trend analysis data
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#### IV. Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
6.9.	The HEI regularly gathered, validated, analyzed and reported data on attainment of its student admission goals	A performance report and documented evidence on data validation regarding the achievement of student admission goals.
	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its student admission system	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its student admission system	System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback
	The HEI demonstrated tangible changes or improvements on its student admission system resulted from the established review processes	Documented evidences of changes or improvements on student admission system resulted from review processes

#### Standard 7: Student Support

##### I. Approach

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
7.1.	The HEI formulated an inclusive student support service policy and procedure in line with regulatory requirements and devised a mechanism to involve relevant stakeholder in	Student support service policy, student hand book, provision in senate legislation, consulted relevant policies and proclamation

	its development.	and stakeholder engagement plan
	The HEI established a mechanism to accommodate students with physical challenges and special needs, while also developed a strategy to effectively communicate its student support service policy to relevant stakeholders.	Student support service policy and guidelines, communication strategy and plan, provision in senate legislation and student handbook
<b>7.2.</b>	The HEI established a mechanism to provide student academic advisory service.	Advisory service manual and consultation hours schedule
	The HEI in placed a mechanism to provide students with extracurricular activities, health care, guidance and counselling services.	Extracurricular service manual, health care service manual, service delivery schedule, guidance and counselling service guideline
	The HEI established a system to provide career, employment and entrepreneurship training for its students.	Career training manuals and entrepreneurship training manuals
	The HEI developed a mechanism to review and analyze exit exam results to identify trends and design support programs targeted to enhance student preparedness for the national exit exam.	Exit exam trend analysis plan, review committee ToR, tutoring and counselling guideline and schedule
<b>7.3.</b>	The HEI established a procedure for handling appeal and grievance on student support services.	Appeal and grievance handling manual and committee ToR
<b>7.4.</b>	The HEI devised a mechanism to regularly monitor the effectiveness of its student support system using pre-defined KPIs	M&E framework for student support system
	The HEI in placed a system to review the effectiveness of its student support system	Strategic and operational plan

## II. Deployment

<b>Guideline Ref. #</b>	<b>Indicators</b>	<b>Means of Verification Evidences (Indicative Sources)</b>
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7.5.	The HEI involved relevant stakeholders in policy formulation, communicated the policy to stakeholders, allocated resources and provided facilities and services for physically challenged and special needs students.	Office, letter of assignment, job description, minutes of meeting, invitation letters, attendance, stakeholder feedback, hearing aid material, brail, sign post, student handbook and feedbacks incorporated in the policy document
	The HEI provided student academic advisory service.	Advisory service report
	The HEI engaged students in extracurricular activities, provided healthcare, guidance and counselling services, and offered career, employment and entrepreneurship training.	Extracurricular activity reports, health care unit reports, guidance and counselling reports and career, employment and entrepreneurship service report
	The HEI handled appeal and grievance on student support services.	Minutes of committee meeting, submitted grievance letters, evidences on resolved cases
	The HEI regularly conducted student and staff satisfaction survey on its student support system and distributed to its stakeholder	Students and staff satisfaction survey report
	The HEI regularly monitored and periodically evaluated the effectiveness of its student support system using pre-defined KPIs.	M&E report, performance reports, students and staff satisfaction survey report

### III. Result

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
7.6.	The HEI demonstrated measurable result of student support goals that has causal relationship with the approach and deployment.	Performance reports
	The HEI contextualized performance and identified areas for improvement through evaluating its attainment of student support goals and objectives against established	Continuous performance trend analysis

	targets, trends, and benchmarks.	
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#### IV. Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
7.7.	The HEI regularly gathered, validated, analyzed and reported data on attainment of its student support goals	Performance report and documented evidences on data validation on attainment of student support goals
	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its student's support system.	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its students support system	System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback
	The HEI demonstrated tangible changes or improvements on its student support service management system resulted from the established review processes	Documented evidences of changes or improvements on student support service management system resulted from review processes

### Standard 8: Student Progression and Graduate Outcome

#### I. Approach

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
8.1.	The HEI formulated student progression and graduate outcome policies and procedures that align with regulatory requirements, with stakeholder participation.	Student progression and graduate outcome policy, student hand book, registrar manual, legislation, minutes of meeting

	The HEI established a communication strategy to disseminate its student progression and graduate outcome policy to relevant stakeholder	Communication strategy, orientation plan on program choice, senate legislation student handbook, website
2.	The HEI developed a centralized tracking system with specific functions for monitoring semester registration, course enrolment, grading, and progression patterns of each student.	Student progression tracking platform/ system software
	The HEI established an alert mechanism within the system to flag students at risk of not progressing on time, ensuring early intervention.	Student progression tracking platform
3.	The HEI developed guidelines for conducting and reporting tracer studies, organizing alumni events, creating networking opportunities, and engaging alumni in institutional initiatives.	Tracer study guideline, alumni management guideline
	The HEI created an alumni tracking system to maintain contact and track career progression, and established a mechanism to analyze and interpret alumni involvement, including their engagement and contributions to key institutional activities.	Alumni tracking system, alumni engagement reporting mechanism
4.	The HEI established a transparent appeals process on student progression with required documentation.	Appeal procedures on student progression, appeal hearing committee ToR, appeal formats
	The HEI developed a communication strategy on appeal procedure regarding students progression	Student handbook, website
5.	The HEI devised a mechanism to regularly monitor the effectiveness of student progression and graduate outcome management system using pre-defined KPIs	M&E framework for student progression and graduate outcome system
	The HEI in placed a system to review the effectiveness of its student progression and graduate outcome management system	Strategic plan, operational plan

## II. Deployment

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
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8.6.	The HEI involved relevant stakeholders in the student progression and graduate outcome management policy formulation, communicated and implemented the policy	Student progression reports, tracer study documents, alumni engagement reports, AC, DC minutes of meeting, invitation letters, attendance, senate legislation student handbook, website and feedbacks incorporated in the policy document,
	The HEI deployed a tracking system to monitor course enrolment, grades, and progression patterns, and identified at-risk students using an alert mechanism.	Student progression tracking platform, system generated report, data on students at risk of progression
8.7.	The HEI conducted tracer studies, survey on alumni career progression, tracked students eligible for further education and engaged them in different institutional initiatives.	Organized alumni events, alumni engagement evidences, established alumni networking, tracer study report on alumni success rate in GAT
	The HEI communicated and deployed its appeal procedure regarding student progression	Student hand book, students portal, appeal hearing committee minutes, filled out appeal forms
	The HEI regularly conducted student and staff satisfaction survey on its student Progression and Graduate outcome system and distributed to its stakeholder.	Students and staff satisfaction survey report
	The HEI regularly monitored and periodically evaluated the effectiveness of its student's progression and graduate outcome management system using pre-defined KPIs.	M&E report, performance reports, students and staff satisfaction survey report

### III. Result

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
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8.8.	The HEI demonstrated measurable result of student progression and graduate outcome goals that has causal relationship with the approach and deployment.	Performance reports
	The HEI contextualized performance and identified areas for improvement through evaluating the attainment of its student progression and graduate outcome goals and objectives, against established targets, trends, and benchmarks.	Continuous Performance trend analysis

#### IV Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
8.9.	The HEI regularly gathered, validated, analyzed and reported data on attainment of its student progression and graduates outcome goals	Performance report and documented evidence on data validation regarding the attainment of student progression and graduate outcome goals.
	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its student progression and graduate outcome system.	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its student progression and graduate outcome management system	System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback
	The HEI demonstrated tangible changes or improvements on its student progression and graduate outcome management system resulted from established review processes	Documented evidences of changes or improvements on student progression and graduate outcome management system resulted from review processes

## Standard 9: Program Development

### I. Approach

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
9.1.	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 proclamation, directives, national policies, program design, development and revision guideline, TOR of curriculum design and review committee
	The HEI established a mechanism to involve relevant stakeholders in the formulation of program design, development, approval and revision policy and guidelines, and developed a communication strategy to disseminate the policy	Program development plan, stakeholder engagement plan and communication strategy
9.2.	The HEI developed a program needs assessment guideline that takes into account national priorities, indigenous knowledge, and 21 <sup>st</sup> century skills.	Program need assessment plan, program need assessment guideline
	The HEI established Feedback collection mechanisms to gather input from current students, alumni, industry partners, and faculty	Program need assessment plan, program need assessment guideline
9.3.	The HEI developed a mechanism to verify that sufficient resources are available prior to designing and reviewing programs	Program need assessment plan and program need assessment guideline
9.4.	The HEI devised a mechanism to regularly monitor the effectiveness of program design, development and review procedure using pre-defined KPIs	M&E framework for program design, development and review procedure
	The HEI in placed a system to review the effectiveness of program design, development and review procedure.	Strategic and operational plan

## II. Deployment

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
9.5.	The HEI involved relevant stakeholders in its program design, development, approval, and revision process, aligning it with national priorities and tracer study results	Minutes of meetings of curriculum design, development and revision committee, approved program curricula, attendance, invitation letter, validation workshop preceding and feedbacks incorporated in the policy document,
	The HEI communicated its program design, development and revision guideline to its relevant stakeholders	Training, website and senate legislation
	The HEI conducted a program needs assessment based on the guideline and integrated indigenous knowledge, communication, critical thinking, collaboration, creativity, and problem-solving skills into its curricula.	Need assessment documents, workshop proceeding, attendance and curricula.
	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.
	The HEI developed, revised and approved its programs based on its program development and revision guideline	Curricula, workshop proceedings, letter of invitation
	The HEI collected feedback on its program effectiveness from current alumni, industry partners, and faculty.	Stakeholder satisfaction survey data
	The HEI regularly conducted student and staff satisfaction survey on its program development and review system and distributed to its stakeholder.	Students and staff satisfaction survey report
	The HEI regularly monitored and periodically evaluated the effectiveness of its program development and revision system using pre-	M&E report, performance reports, students and staff satisfaction survey report

	defined KPIs.	
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#### IV. Result

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
9.6.	The HEI demonstrated measurable result of program development and review goals that has causal relationship with the approach and deployment.	Performance reports
	The HEI contextualized performance and identified areas for improvement through evaluating its attainment of program development and review goals and objectives, against established targets, trends, and benchmarks.	Continuous Performance trend analysis

#### V. Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
9.7.	The HEI regularly gathered, validated, analyzed and reported data on attainment of its program development and review goals	Performance report and documented evidences on data validation on attainment of program development and review goals
	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its program development and review system	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its program development and review system	System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback
	The HEI demonstrated tangible changes or improvements on its program	Documented evidences of changes or improvements on program

	development and review system resulted from the established review processes	development and review system resulted from review processes
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## Standard 10: Learning and Teaching

### I. Approach

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
10.1.	The HEI developed a comprehensive teaching and learning policy and guideline with the involvement of stakeholders 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 communication strategy to disseminate its teaching and learning policy and guideline to relevant stakeholders	Student handbook, curriculum, teaching and learning policy and guideline
10.2.	The HEI devised a mechanism to equip its faculty members with pedagogical skills including active learning methods, classroom management and assessment	Training plan, strategic plan, operational plan, HR plan
	The HEI devised a mechanism to utilize technology in learning teaching process	Curricula, learning and teaching policy and technology platform for course delivery
10.3.	The HEI established a monitoring mechanism to ensure the implementation of diverse teaching methods that fit the nature of the course and delivery modality	Course outline, course evaluation form, course delivery evaluation format
	The HEI developed mechanism ensuring that course content, teaching methods, and learning outcomes are consistent and complementary	Curriculum, students course evaluation form, course delivery evaluation format
10.4.	The HEI designed a tracking mechanism to monitor course content coverage	Students course evaluation form and departmental course coverage evaluation format

	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, course schedule
10.5.	The HEI devised a mechanism to regularly monitor the effectiveness of its learning teaching management system using pre-defined KPIs	M&E framework for learning teaching management system
	The HEI in placed a system to review the effectiveness of its learning teaching management system	Strategic plan, operational plan

## II. Deployment

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
10.6.	The HEI deployed learning and teaching policy and guidelines with the involvement of stakeholders	Teaching and learning policy and guidelines, course outline, curriculum, academic calendar, minutes of meeting, invitation letters, attendance and feedbacks incorporated in the policy
	The HEI communicated its learning and teaching policy and guidelines to its relevant stakeholders	Student handbook, curriculum, course outlines distributed
	The HEI equipped its faculty members with pedagogical skills	HDP and pedagogy training certificates
	The HEI monitored the implementation of diverse active learning methods that fit the nature of the course, delivery modality and utilized technology in its learning teaching process	Analyzed students course evaluation data, analyzed course delivery evaluation data by departments, program level SER, smart class, virtually delivered sessions and portal
	The HEI ensured that course content, teaching methods, and learning outcomes are consistent and	Analyzed students course evaluation data, analyzed

	complementary	course delivery evaluation data by departments, teaching materials
	The HEI monitored course content coverage ensuring the balance between theory and practice in each course delivery	Analyzed students course evaluation data, analyzed course evaluation data by departments, filled out log book
	The HEI regularly conducted student and staff satisfaction survey on its learning and teaching management system and distributed to its stakeholder.	Students and staff satisfaction survey report
	The HEI regularly monitored and periodically evaluated the effectiveness of its learning and teaching management system based on pre-defined KPIs.	M&E report, performance reports, students and staff satisfaction survey report

### III. Result

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
10.7.	The HEI demonstrated measurable result of learning and teaching goals that has causal relationship with the approach and deployment.	Performance reports
	The HEI contextualized performance and identified areas for improvement through evaluating the attainment of its learning and teaching goals and objectives in relation to established targets, trends, and benchmarks.	Continuous Performance trend analysis

### IV. Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
10.8.	The HEI regularly gathered, validated, analyzed and reported data on attainment of its learning and teaching goals	Performance report and documented evidences on data validation on the attainment of learning teaching goals



	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its learning and teaching management system	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its learning and teaching management system	System updates records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback.
	The HEI demonstrated tangible changes or improvements on its learning and teaching management system resulted from the established review processes	Documented evidences of changes or improvements on learning teaching management system resulted from review processes

## Standard 11: Student Assessment

### I. Approach

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
11.1.	The HEI developed a comprehensive assessment policy and guidelines involving relevant stakeholders and considering different delivery modalities that align with the regulatory requirements	HE Proclamation, directives (consulted), legislation, assessment policy and guidelines and stakeholder engagement plan
	The HEI established a communication strategy to disseminate its assessment policy and guidelines to its relevant stakeholders	Student handbook, curriculum, course outline, communication strategy
11.2.	The HEI devised a mechanism to ensure the validity and reliability of exam items	Exam committee ToR, assessment policy and guideline
	The HEI established a monitoring mechanism to ensure the implementation of diverse assessment methods that fit the nature of the course content and delivery modality	Students course evaluation format, course outline, course delivery evaluation format
11.3.	The HEI developed mechanism to ensure course content, assessment methods, and learning	Curriculum, course outline, students course evaluation

	outcomes are consistent and complementary	format
	The HEI established a mechanism to support assessment with technology	Technology platform for assessment, assessment policy, curriculum
	The HEI developed an assessment guideline that guides the security, fairness and consistency in handling examination matters.	Assessment policy and guideline
<b>11.4.</b>	The HEI designed a mechanism to monitor and make sure that assessment covers the entire course content and maintains balance between theory and practice	Students course evaluation format, exam blue print, course evaluation format by departments, exam review committee ToR, curriculum design process , minutes of curriculum development, checklist to collect data on the balance between theory and practice
	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,
<b>11.5.</b>	The HEI established a mechanism to monitor consistency of assessment practices across its departments and campuses.	Assessment standardization manual, grading rubrics and marking criteria
<b>11.6.</b>	The HEI established an appeal policy and procedures for grievance handling related to assessment and marking.	Appeal policy and procedures, appeal submission format, appeal hearing committee ToR
<b>11.7.</b>	The HEI devised a mechanism to regularly monitor the effectiveness of its student assessment management system using pre-defined KPIs	M&E framework for students assessment system
	The HEI in placed a system to review the effectiveness of its student assessment management system	Strategic plan, operational plan

## II. Deployment

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative
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		Sources)
<b>11.8.</b>	The HEI involved relevant stakeholder in assessment policy and guideline formulation process and communicated the policy	Minutes of meeting, invitation letters, attendance, feedbacks incorporated in the assessment policy, distributed student handbook, curriculum, course outline
	The HEI assigned budget and human resource to deploy assessment policy and guidelines	Operational plan
	The HEI ensured that course content, assessment methods, and learning outcomes are consistent, complementary, and assessment is appropriately aligned with the course nature and delivery modality.	Analyzed course evaluation data, analyzed course delivery evaluation data by departments
	The HEI ensured security, fairness and consistency in handling examination and supported assessment with technology	Utilized platform, protracted exam videos, safe storage place, exam committee minutes, exam administration report
	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
	The HEI ensured assessments covered the entire course objectives, course content and balance between theory and practice is maintained	Analyzed course evaluation data, exam review committee minutes, exam tools evaluation report, course evaluation report
	The HEI monitored consistency of assessment practices across its departments and campuses.	Report on consistency of assessment practices
	The HEI settled appeal and grievances cases related to assessment and marking.	Minutes of appeal hearing committee meeting, submitted appeal letter by students, data resolved cases
	The HEI regularly conducted student and staff satisfaction survey on its assessment management system and distributed to its stakeholder.	Students and staff satisfaction survey report

	The HEI regularly monitored and periodically evaluated the effectiveness of its student assessment management system based on pre-defined KPIs.	M&E report, performance reports, students and staff satisfaction survey report
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### III. Result

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
11.9.	The HEI demonstrated measurable result of student assessment goals that has causal relationship with the approach and deployment.	Performance reports
	The HEI contextualized performance and identified areas for improvement through evaluating the attainment of its student assessment goals and objectives, against established targets, trends, and benchmarks.	Continuous Performance trend analysis

### IV. Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
11.10.	The HEI regularly gathered, validated, analyzed and reported data on attainment of its student assessment goals	Performance report and documented evidences on data validation regarding the attainment of student assessment goals
	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its assessment management system	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its student assessment management system	System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback
	The HEI demonstrated tangible changes or improvements on its student assessment management	Documented evidences of changes or improvements on student assessment management system resulted from review

	system resulted from the established review processes	processes
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## Standard 12: Research

### I. Approach

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
12.1.	The HEI set a mechanism to engage stakeholder in developing research policies and guidelines that align with national priorities and regulatory requirements, covering areas like funding, ethics, collaboration, dissemination, and impact assessment.	Invitation letters, stakeholder engagement plan, documented research policies and guidelines, consulted HE proclamation and directives; provisions in senate legislation.
	The HEI developed communication plan to disseminate its research policies, guidelines, and procedures to its stakeholders.	Communication strategy and Communication plan
12.2.	The HEI developed a mechanism to identify and prioritize its major research thematic area with the involvement of relevant stakeholders	Research guideline and stakeholder engagement plan
	The HEI devised mechanisms ensuring that research priorities align with the programs it offers	Thematic area development process documents identified thematic areas and thematic area vs programs.
	The HEI developed research approval procedures taking in to account ethical standards and regulatory policies	Research approval procedure, research policy and guidelines
12.3.	The HEI established a research fund mobilization mechanism to secure fund for its research undertakings	Fund mobilization plan
	The HEI established a mechanism to ensure that research funds are used only for research purpose	Departmental plan, research proposal and institutional plan
12.4.	The HEI developed guidelines to monitor staff research, aligning with institutional priorities and research responsibilities and work load	Guidelines for staff research monitoring
	The HEI developed procedures for supporting and monitoring student research activities.	Student research procedures

	The HEI developed incentives packages to encourage its staff to engage in research undertakings	Planned incentive package, grant and fund management policy
12.5.	The HEI established research publication and dissemination guidelines to promote transparency and accessibility.	Research guideline, consulted HE proclamation, provision in legislation, documentation on research publication and dissemination guidelines
	The HEI devised a mechanism to check plagiarism and research ethics and developed a research database system for effective data management, archiving, and security.	Plagiarism software, research review committee TOR and data center, security clearance/ certificate.
12.6.	The HEI established a mechanism to ensure the reputability of journals before subscription	Reputability indicator index utilization protocol, departmental research committee
	The HEI devised a mechanism to establish a research collaboration with national and international institutions	Collaboration plan and strategy
12.7.	The HEI has developed guidelines to assess the impact of its research outputs	Provision on impact assessment in the research guideline.
12.8.	The HEI in place an appeal mechanism for grievances handling related to research undertakings	Appeal procedures
12.9.	The HEI devised a mechanism to regularly monitor the effectiveness of its research management system using pre-defined KPIs	M&E framework for research management system
	The HEI in placed a system to review the effectiveness of its research management system	Strategic plan, operational plan

## II. Deployment

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
12.10.	The HEI involved relevant stakeholders in developing its research policies, guidelines and procedures and communicated it	Minutes of meeting, attendance and workshop proceeding, feedbacks incorporated in the policy, student handbook, staff

		hand book and website
	The HEI allocated resource to deploy research policies, guidelines and procedures	Operational plan, assignment letter and job description
	The HEI identified and prioritized major research thematic areas, diversified funding sources, and ensured research funds are used exclusively for research activities.	Identified thematic areas, minutes of meetings and attendance, grants, signed contracts with funding institutions, research partnership budget and progress report
	The HEI monitored staff research that aligned with institutional priorities and research responsibilities and work load	Minutes of meeting for research approval, research workload and reports on research undertakings
	The HEI allocated resources to support staff research activities and offered incentives to encourage its staff to engage in research undertakings	Fund allocation evidences, research facilities, grant, work load, promotion and awards
	The HEI checked plagiarism and maintained ethical standards in its research approval procedures	Minutes of the approval committee, signed consent form, ethical clearance, plagiarism checked research outputs and utilized software.
	The HEI deployed a research database system, assigned resources for its management, published and disseminated research outputs, and regularly maintained and updated the system.	Research outputs available at database, letter of assignment, job description, payroll and credentials, published research outputs, research conference proceeding, system maintenance report
	The HEI subscribed only reputable journals and established collaboration with national and international institutions	Departmental research committee minutes, granted scholarship, joint research outputs and subscription evidences
	The HEI assessed the impact of its research outputs	Impact assessment report
	The HEI regularly conducted student and staff satisfaction survey on its research management system and distributed to its stakeholder.	Students and staff satisfaction survey report
	The HEI regularly monitored and periodically	M&E report, performance reports,

	evaluated the effectiveness of its research management system based on pre-defined KPIs.	students and staff satisfaction survey report
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### III. Result

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
12.11.	The HEI demonstrated measurable result of research goals that has causal relationship with the approach and deployment.	Performance reports
	The HEI contextualized performance and identified areas for improvement through evaluating the attainment of its research goals and objectives, against established targets, trends, and benchmarks.	Continuous performance trend analysis data

### IV. Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
12.12.	The HEI regularly gathered, validated, analyzed and reported data on attainment of its research goals	Performance report and documented evidences on data validation regarding the attainment of research goals
	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its research system	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its research management System	System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback
	The HEI demonstrated tangible changes or improvements on its research management system resulted from the established review processes	Documented evidences of changes or improvements on research management system resulted from review processes

## Standard 13: Community Engagement

### I. Approach



<b>Guideline Ref. #</b>	<b>Indicators</b>	<b>Means of Verification Evidences (Indicative Sources)</b>
<b>13.1.</b>	The HEI developed community engagement policies, guidelines, and procedures that are aligned with national priorities, regulatory requirement and mission and strategic objective with the involvement of stakeholders.	Invitation letters, stakeholder engagement plan, community engagement policies and guidelines, consulted HE proclamation, directives and provisions in senate legislation.
	The HEI developed communication strategy to disseminate its community engagement policies, guidelines, and procedures to its stakeholders.	Communication plan and communication strategy
<b>13.2.</b>	The HEI developed a strategy to engage the community with active participation and created a system to encourage community involvement in relevant institutional committees.	Community engagement strategy and ToR
	The HEI developed a mechanism to build credibility of its institution through community engagement.	Community engagement strategy
<b>13.3.</b>	The HEI established a mechanism to engage its staff and students in national services	Community engagement guideline, strategic plan,
	The HEI developed community engagement guideline to encourage its staff and students to participate in a range of community activities	Community engagement guideline and community engagement plan
<b>13.4.</b>	The HEI developed community engagement plan that mandate community service activities be supported by research, reflecting a commitment to evidence-based practice.	Community engagement plan, community engagement strategy and strategic plan
<b>13.5.</b>	The HEI has developed guidelines to assess the impact of its community engagement activities	Community engagement guideline
<b>13.6.</b>	The HEI devised a mechanism to regularly monitor the effectiveness of its community engagement management system using pre-defined KPIs	M&E framework for community engagement management system
	The HEI in placed a system to review the effectiveness of its community engagement	Strategic plan and operational plan

	management system	
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## II. Deployment

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
13.7.	The HEI involved relevant stakeholders in developing its research policies, guidelines and procedures and communicated the documents.	Invitation letters, attendance, website and workshop proceeding
	The HEI allocated resource to deploy community engagement policies, guidelines, and procedures	Operational plan, assignment letter and job description, community engagement office and resource allocation reports
	The HEI ensured community engagement, involved staff and students in national services and various community activities and built credibility	Community engagement report
	The HEI encouraged staff and student participation in community activities which is guided by research.	Community engagement report
	The HEI assessed the impact of its community engagement activities	Community engagement report and impact assessment report
	The HEI regularly conducted student and staff satisfaction survey on its community engagement system and distributed to its stakeholder.	Students and staff satisfaction survey report
	The HEI regularly monitored and periodically evaluated the effectiveness of its community engagement management system based on pre-defined KPIs.	M&E report, performance reports, students and staff satisfaction survey report

## III. Result

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
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13.8.	The HEI demonstrated measurable result of community engagement goals that has causal relationship with the approach and deployment.	Performance reports
	The HEI contextualized performance and identified areas for improvement through evaluating the attainment of its community engagement goals and objectives, against established targets, trends, and benchmarks.	Continuous performance trend analysis data

#### IV. Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
13.9.	The HEI regularly gathered, validated, analyzed and reported data on attainment of its community engagement goals	Performance report and documented evidences on data validation on attainment of community engagement goals
	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its Community engagement system	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its community engagement management System	System updates records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback
	The HEI demonstrated tangible changes or improvements on its community engagement management system resulted from the established review processes	Documented evidences of changes or improvements on community engagement management system resulted from review processes

### Standard 14: Industry Linkage

#### I. Approach

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
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<b>14.1.</b>	The HEI developed industry linkage policies, guidelines and procedures, aligned with national regulations with the involvement of stakeholder and devise a communication strategy.	Consulted HE proclamation and directives, provisions in senate legislation, stakeholder engagement plan and communication plan
	The HEI established a mechanism to align its industry linkage policy with its mission and strategic objectives	Industry Linkage plan and strategic plan
<b>14.2.</b>	The HEI establish a system to manage and expand local and international university-industry partnerships.	Partnership strategy and communication strategy
	The HEI established funding mechanisms through industry collaborations and developed a strategy to diversify its funding sources for industry linkages.	Evidence of funding agreements, grants, sponsorships agreements and industry linkage fund mobilization plan
<b>14.3</b>	The HEI devised a mechanism to involve industry professionals in the course delivery and developed internship programs for hands-on experience.	Guidelines for selecting and inviting industry professionals as guest lecturers, schedules, course outlines, internship program guidelines, MOUs or agreements for internship,
	The HEI devised mechanisms for collaborative projects with industry	Industry linkage guideline and industry linkage plan
	The HEI established a mechanism to identify desired graduate skills and competencies from industry and to conduct periodic labour market analyses	Industry linkage plan and tracer study guideline and plan
<b>14.4.</b>	The HEI devised a mechanism to regularly monitor the effectiveness of its industry linkage management system using pre-defined KPIs	M&E framework for industry linkage management system
	The HEI in placed a system to review the effectiveness of its industry linkage management system	Strategic plan and operational plan

## II. Deployment

<b>Guideline Ref. #</b>	<b>Indicators</b>	<b>Means of Verification Evidences (Indicative Sources)</b>
<b>14.5.</b>	The HEI involved relevant stakeholders in policy formulation process, allocated resources for industry linkages and communicated the guidelines and procedures to stakeholders.	Office, human resource, budget, minutes of meeting, invitation letters, attendance, industry linkage operational plan, website and senate legislation, workshop proceeding
	The HEI established local and international partnerships and diversified its funding sources for industry linkages.	Jointly innovated industry linkage outputs and grants.
	The HEI secured industry-funded research projects and launched collaborative initiatives.	Data on number of industry-funded research projects and collaborative initiatives
	The HEI executed internship programs and invited industry professionals in the course delivery process in collaboration with industry partners to provide students with hands-on experience	Number of industry guest lectures organized per academic year and number of students placed in internships through industry partnerships.
	The 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 on project outcomes.
	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
	The HEI regularly conducted student and staff satisfaction survey on its industry linkage management system and distributed to its stakeholder.	Students and staff satisfaction survey report
	The HEI regularly monitored and periodically evaluated the effectiveness of its industry linkage management system based on pre-	M&E report, performance reports, students and staff

	defined KPIs.	satisfaction survey report
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### III. Result

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
14.6	The HEI demonstrated measurable result of industry linkage goals that has causal relationship with approach and deployment.	Performance reports
	The HEI contextualized performance and identified areas for improvement through evaluating the attainment of its industry linkage goals and objectives, against established targets, trends, and benchmarks.	Continuous performance trend analysis data

### IV. Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
14.7	The HEI regularly gathered, validated, analyzed and reported data on attainment of its industry linkage goals	Performance report and documented evidences on data validation on the attainment of industry linkage goals
	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its industry linkage system	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its industry linkage management system	System update records, minutes of meetings, revised policy documents, training records, and stakeholder feedback
	The HEI demonstrated tangible changes or improvements on its industry linkage management system resulted from the established review processes	Documented evidences of changes or improvements on industry linkage management system resulted from review processes

## Standard 15: Incubation and Innovation

### I. Approach

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
15.1.	The HEI established a mechanism to involve relevant stakeholders in the formulation process and developed incubation and innovation policies and guidelines with their participation.	Consulted HEI proclamation and directives, stakeholder engagement plan and incubation and innovation policies and guidelines
	The HEI developed communication strategy to communicate its incubation and innovation policy and guidelines to stakeholders.	Communication plan and communication strategy
15.2	The HEI Formulated a mechanism to screen out and support the innovated ideas to be incubated.	Idea innovation and incubation plan and strategy
	The HEI established Entrepreneurship and Innovation Centers (EIC) to provide resources, mentorship, and training for innovators and start-ups.	Training mentorship plan and established EICs
15.3.	The HEI devised a mechanism to integrate innovation and incubation into the curriculum.	Curriculum development and review guideline and curricula
	The HEI devised a mechanism to encourage trainees and trainers to consider indigenous knowledge in their innovation process.	Training and mentorship plan, innovation and incubation plan , and curricula
15.4.	The HEI developed a mechanism to ensure that EICs provide training and support to researchers, innovators, and entrepreneurs in areas such as ideation and innovation, designing and prototyping	Training and mentorship plan
	The HEI developed a mechanism to ensure that EICs provide training and support to researchers, innovators, and entrepreneurs in areas such business development, and commercialization.	Training and mentorship plan
15.5.	The HEI established a metrics to assess the success of incubation initiatives, including the	Measurement tools to measure the number of start-

	number of start-ups launched and their sustainability.	ups launched and survival rate
	The HEI established a mechanism to track progress of incubates through periodic reviews.	Tracking mechanisms and tools
<b>15.6.</b>	The HEI devised a mechanism to provide technical and advisory services for small and medium-sized enterprises (SMEs)	EICs advisory service plan and incubation and innovation strategy
	The HEI developed a mechanism to establish partnerships with industry experts and investors	MOA and outreach Strategy
<b>15.7.</b>	The HEI devised a mechanism to disseminate best practices of innovation.	Communication strategy
<b>15.8.</b>	The HEI developed a procedure to safeguard Intellectual Property Rights (IPR) resulting from innovation	IPR policies and procedures and Training plan
<b>15.9.</b>	The HEI devised a mechanism to regularly monitor the effectiveness of its incubation and innovation management system using pre-defined KPIs	M&E framework for incubation and innovation management system
	The HEI in placed a system to review the effectiveness of its incubation and innovation management system	Strategic plan and operational plan

## II. Deployment

<b>Guideline Ref. #</b>	<b>Indicators</b>	<b>Means of Verification Evidences (Indicative Sources)</b>
<b>15.10</b>	The HEI engaged relevant stakeholders in the formulation of its incubation and innovation policy and allocated resources for its implementation.	Invitation letters, attendance, minutes of meetings, operational plan, assignment letter and job description, incubation and innovation office
	The HEI communicated its incubation and innovation policy and guidelines to stakeholders.	Communication plan and strategy



	The HEI transformed screened-out ideas into innovation, provided training and support to researchers, innovators, and entrepreneurs	Prototype, funded projects resource (budget, human resource, material resource), provided supports, innovation and incubation ideas incorporated in to the curricula's.
	The HEI encouraged students and teachers to consider indigenous knowledge in their innovation process.	Innovation report
	The HEI tracked and measured the progress and success of incubated initiatives and provided technical and advisory services for small and medium-sized enterprises (SMEs)	Reports on successful and unsuccessful start-ups, advisory support report and report on revenue generated
	The HEI established partnerships with industry experts and investors	Performance report
	The HEI disseminated best practices of innovation.	Published reports, workshops proceedings and reports on offered trainings
	The HEI regularly conducted student and staff satisfaction survey on its Incubation and Innovation system and distributed to its stakeholder.	Students and staff satisfaction survey report
	The HEI regularly monitored and periodically evaluated the effectiveness of its incubation and innovation management system based on pre-defined KPIs.	M&E report, performance reports, students and staff satisfaction survey report

### III. Result

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
15.11.	The HEI demonstrated measurable result of incubation and innovation goals that has causal relationship with approach and deployment.	Performance reports

	The HEI contextualized performance and identified areas for improvement through evaluating the attainment of its incubation and innovation goals and objectives, against established targets, trends, and benchmarks.	Continuous Performance trend analysis data
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#### IV. Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
15.12.	The HEI regularly gathered, validated, analyzed and reported data on attainment of its incubation and innovation goals	Performance report and documented evidences on data validation on attainment of incubation and innovation goals
	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its incubation and innovation system	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its incubation and innovation management system	system update records, minutes of meetings, revised policy documents, annual reports, training records, and stakeholder feedback
	The HEI demonstrated tangible changes or improvements on its incubation and innovation management system resulted from the established review processes	Documented evidences of changes or improvements on incubation and innovation management system resulted from review processes

#### Standard 16: Internal Quality Assurance system

##### I. Approach

<b>Guideline Ref. #</b>	<b>Indicators</b>	<b>Means of Verification Evidences (Indicative Sources)</b>
<b>16.1.</b>	The HEI developed internal quality assurance policy aligned with its mission and regulatory requirements with the involvement of relevant stakeholders.	Consulted proclamations, directives, and provisions in senate legislation. stakeholders engagement plan
	The HEI established mechanism to communicate its internal quality assurance policies and guidelines to relevant stakeholders.	Communication strategy and plan
<b>16.2.</b>	The HEI established a clearly defined organizational structure for its IQA system that ensures the autonomy of the quality assurance office	Defined roles, responsibilities, reporting lines and IQA framework, organogram, provisions in the legislation
	The HEI set up quality care committee structure at institutional, faculty and program level that closely follow up quality assurance activities.	Committee ToR
<b>16.3.</b>	The HEI established a mechanism that ensures the integration of quality assurance system into its core functions learning and teaching, research and community engagement) and support functions (student services, IT infrastructure, library resources, human resource management and financial operations.)	Quality assurance procedures covering all core functions and quality assurance 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) and strategic functions (governance, policy development, strategic planning and resource allocation)	QA procedures for control functions QA procedures for strategic 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) and cross-cutting functions (sustainability, diversity and inclusion, equity and digital transformation)	QA procedures for operational functions QA procedures for cross-cutting functions

<b>16.4.</b>	The HEI established mechanisms for periodic institutional and academic self-evaluations, with procedures for corrective actions based on the findings.	Self-evaluation guideline, committee ToR, program self-evaluation guideline, committee ToR and procedure to take corrective actions
	The HEI in placed 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
<b>16.5.</b>	The HEI devised a mechanism to regularly monitor the effectiveness of its internal quality assurance system using pre-defined KPIs	M&E framework for internal quality assurance system
	The HEI in placed a system to review the effectiveness of its internal quality assurance system	Strategic plan and operational plan

## II. Deployment

<b>Guideline Ref. #</b>	<b>Indicators</b>	<b>Means of Verification Evidences (Indicative Sources)</b>
<b>16.6.</b>	The HEI involved relevant stakeholder in its internal quality assurance policies and guidelines formulation process and communicated it	Invitation letters, attendance, minutes, stakeholders feedback disseminated quality assurance policy and guideline, trainings workshop proceedings and website
	The HEI allocated resources for implementation of quality assurance system.	Office, credentials, assignment letters, disseminated job description, allocated budget, operational plan
	The HEI's Quality Assurance office enforces quality standards and conducts internal audits with unrestricted access to necessary data.	Analyzed M&E data, letters, memos, notices and evidence on corrective actions, organized and analyzed data related to quality assurance and internal self-evaluation report.

	The HEI integrated its quality assurance system into core functions like teaching, research, and community engagement, along with support functions such as student services, IT, and HR.	Evidence of regular reviews and reports
	The HEI integrated its quality assurance system into control functions (risk management, compliance), strategic functions (governance, planning), operational functions (facilities, procurement), and cross-cutting functions (sustainability, diversity, digital transformation).	Evidence of regular reviews and reports
	The HEI deployed a quality assurance committee structure at institutional, faculty and program level that closely follow quality assurance activities.	Assignment letters, committee minutes and performance report
	The HEI conducted periodic institutional and academic program self-evaluation	Institutional self-evaluation report, programs self-evaluation report and minutes of committee meetings
	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
	The HEI regularly conducted student and staff satisfaction survey on its internal quality assurance system and distributed to its stakeholder.	Students and staff satisfaction survey report
	The HEI regularly monitored and periodically evaluated the effectiveness of its internal quality assurance system based on pre-defined KPIs.	M&E report, performance reports, students and staff satisfaction survey report

### III. Result

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
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16.7.	The HEI demonstrated measurable result of internal quality assurance goals that has causal relationship with approach and deployment.	Performance reports
	The HEI contextualized performance and identified areas for improvement through evaluating the attainment of its internal quality assurance goals and objectives, against established targets, trends, and benchmarks.	Continuous performance trend analysis data

#### IV. Improvement

Guideline Ref. #	Indicators	Means of Verification Evidences (Indicative Sources)
16.8.	The HEI regularly gathered, validated, analyzed and reported data on attainment of its internal quality assurance goals	Performance report and documented evidences on data validation on attainment of its internal quality assurance goals.
	The HEI uses findings from regularly conducted standardized student and staff satisfaction surveys to inform decision-making and improve its internal quality assurance system	Documented evidence on action taken on the annual staff and students satisfaction survey result
	The HEI regularly reviewed and updated its internal quality assurance system	System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback
	The HEI demonstrated tangible changes or improvements on its internal quality assurance system resulted from the established review processes	Documented evidences of changes or improvements on internal quality assurance system resulted from review processes