



KAMUZU UNIVERSITY
OF HEALTH SCIENCES

Quality Assurance Policy

JUNE 2024

Policy Name	Quality Assurance Policy
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Council Approval Date	
Stakeholders Subjected to this Policy	Staff, students, consultants, affiliates vendors, contractors and/or any other parties with a business interest with the University.
Responsible Officer(s)	Deputy Vice Chancellor, Registrar, Chief Quality Assurance Officer, Executive Deans, Heads of Department,
Responsible Office(s)	Vice Chancellor

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5. FOREWORD

Kamuzu University of Health Sciences was the first Health Sciences University in Malawi established in 2019 by merging two premier UNIMA colleges, the College of Medicine and Kamuzu College of Nursing. The University recognises that quality higher education drives national development and that good health is a resource. In this regard, this policy serves as a regulatory framework that mandates the University to ensure, promote, and attain quality, assess, and control quality, and provide evidence to the relevant stakeholders about the quality levels attained by the University. Consequently, the policy will guide the assurance and enhancement of educational quality and academic standards that will enable KUHeS and graduates to compete successfully in the global market.

Therefore, the Council of the KUHeS is delighted to be associated with this Quality Assurance and Enhancement Policy and approves it in its entirety. While the Council will ensure that there is a corporate will to enhance quality in all aspects of the University, the successful implementation of the policy requires unwavering commitment from all stakeholders. It is therefore my sincere hope that all stakeholders will continue supporting the Council's zeal towards making a difference in the academic experience of our students.

May God bless our Country



Professor Francis Moto
Chairman of Council

6. PREFACE

The Council, management, and staff of KUHeS envision the University to be a centre of excellence in health sciences education for sustainable development in Malawi, the region, and globally. The University's Strategic Plan articulates a challenging but attainable mission as a roadmap for the realisation of the vision for quality higher education in Malawi.

The KUHeS Quality Policy is a response to the existing policy and legal frameworks that demand the creation of high-quality higher education in Malawi. This is the result of consultations between KUHeS Management and its schools and departments. This policy responds to national and international frameworks for quality assurance in higher education.

The Policy articulates a vision and guiding principles for the implementation of quality assurance and enhancement in higher education throughout the KUHeS system, hence maintaining consistency with national developmental needs as stipulated in the MGDS, National Education Strategic Plan, and National Council for Higher Education Act. The Policy covers seven priority areas: excellence in teaching and learning; research; innovation and consultancy; service and community outreach; financial management and resource mobilization; governance and management; partnership and networking; and student welfare.

We hope that this policy will be a catalyst for guaranteeing quality and relevant higher education. I would like to urge all stakeholders to support this policy and ensure that it achieves its objectives.



Professor MacPherson Mallewa
Vice Chancellor

7. ACKNOWLEDGEMENTS

This policy was drafted by a task force comprising Dr Lucy Kululanga, Dr Emma Thomson, Dr Lignet Chepuka, Mr Ishmael Nyirenda and Ms Siphwe Lino. The dedicated efforts of this team were invaluable complemented by cooperative and zealous responses from Core Management and the Change Management Office. Finally, the University would like to acknowledge the valuable contributions of the Human Resource Committee of Council to the Policy.

8. ABBREVIATIONS AND ACRONYMS

ASCCo	:	Academic Standards and Compliance Committee
EQA	:	External Quality Assurance
IQA	:	Internal Quality Assurance
KUHeS	:	Kamuzu University of Health Sciences
MGDS	:	Malawi Growth and Development Strategy
UNIMA	:	University of Malawi
QA	:	Quality Assurance
QAD	:	Quality Assurance Department

9. DEFINITION OF TERMS

Accreditation	A formal recognition by an authoritative body that an institution, program, or service meets predefined quality standards. Accreditation assures stakeholders that the institution adheres to quality practices and continuously improves its operations.
Assurance	The process of providing confidence that quality requirements will be fulfilled. Assurance involves systematic activities and measures to ensure that standards and expectations are consistently met.
Benchmarking	The process of comparing an institution's practices, processes, and performance metrics to those of leading institutions or industry standards. Benchmarking identifies areas for improvement and adopts best practices to enhance quality.
Collegiality	A cooperative relationship among colleagues characterized by mutual respect, shared decision-making, and collective responsibility. In the context of quality assurance, collegiality fosters collaboration and a shared commitment to maintaining high standards.
Continuous Improvement	An ongoing effort to enhance products, services, or processes by making incremental improvements over time. Continuous improvement aims to achieve

	higher levels of performance, efficiency, and quality.
Culture of quality	An organizational environment that prioritizes quality in all aspects of its operations. A culture of quality is characterized by shared values, attitudes, and behaviours that emphasize the importance of maintaining and improving quality standards.
Evaluation	A process of gathering information to develop an understanding of one or more aspects of learning and teaching to draw conclusions as to its quality, merit, worth or value, and to the factors that are helping and hindering its operation
Evidence-based	An approach that relies on empirical data, research, and documented outcomes to make informed decisions and implement quality practices. Evidence-based strategies ensure that quality assurance efforts are grounded in reliable and objective information.
Excellence	The pursuit of outstanding practices in all aspects of an institution's activities. Excellence involves striving for the highest possible standards and achieving superior outcomes.
External Quality Assurance	The evaluation of an institution's quality assurance processes and outcomes by an

external, independent body. EQA provides an objective assessment and validation of an institution's adherence to quality standards.

Internationalization	The process of integrating international, intercultural, and global dimensions into the teaching, research, and service functions of an institution. Internationalization enhances the quality and relevance of education by exposing students and staff to diverse perspectives and practices.
Internal Quality Assurance	The mechanisms and processes established within an institution to monitor, evaluate, and enhance the quality of its activities. IQA ensures that the institution maintains and improves its standards through self-assessment and continuous improvement.
Quality	The degree to which an institution's activities and outcomes meet or exceed established standards and stakeholder expectations. Quality encompasses various dimensions, including effectiveness, efficiency, relevance, and satisfaction.

Quality Assurance

A systematic process of ensuring that an institution's activities and outcomes meet established quality standards. QA involves setting standards, monitoring performance, assessing outcomes, and implementing improvements.

Self-assessment

An internal evaluation conducted by an institution to review its performance, processes, and practices against predefined criteria. Self-assessment helps identify strengths, weaknesses, and areas for improvement.

Standard

A defined level of quality or achievement that serves as a benchmark for measuring performance. Standards provide a basis for evaluating the quality of an institution's activities and ensuring consistency and accountability.

9. BACKGROUND AND SCOPE

Kamuzu University of Health Sciences was established by the Act of Parliament No. 20 of 2019, with the primary purpose of competitively imparting knowledge and producing transferrable skills by engaging in teaching and learning, research, consultancy, and application of knowledge, skills, and attitudes to meet the professional needs of society at national, regional, and global levels. Kamuzu University of Health Sciences merges two constituent colleges of the University of Malawi. As universities become autonomous, there is a need to meet certain standards of quality to fulfil the functions outlined above. In this regard, quality assurance policies are necessary as frameworks to ensure continued attention to assessing, promoting, attaining, and controlling quality. In addition, the policy will provide evidence to relevant stakeholders about the quality levels attained at the University.

This policy has been developed on the premise that excellence is a fundamental pillar of the University and that there is a quest for KUHeS and its graduates to compete successfully in a global market. Furthermore, the current trends in higher education, such as globalization, internationalization, widening access and participation in higher education, the proliferation of private universities, and the impact of technology, have each contributed to concerns about maintaining and enhancing educational quality. In addition, there is increased emphasis on accountability for public money, demonstrating quality, and increasing transparency through the specification of outcomes. Furthermore, the current national higher education quality agenda demands that higher education institutions be more transparent and accountable.

Kamuzu University of Health Sciences shall strive to ensure that there are mechanisms, procedures, and processes in place to ensure that the desired quality, however, defined and measured, is delivered. In addition, the University shall endeavour to promote a culture of quality among all its stakeholders, so that everyone is aware of his/her part in sustaining and improving the quality of the University.

This policy provides a general guide for the process of developing, establishing, implementing, monitoring, and evaluating quality in all aspects of KUHeS operations, processes, procedures, and practices. The policy applies to all schools, academic and administrative departments, and other institutional structures operating under the KUHeS umbrella. It also applies to all staff, temporary or permanent, who are active in teaching, assessment, research, and providing any form of support service to the core functions of the University; all students registered with KUHeS; and all infrastructure, learning resources, governance/institutional setup, information dissemination structures, and social amenities belonging to KUHeS.

10. RATIONALE FOR THE POLICY

The rationale of this policy is to provide a framework for ensuring that the University manages and enhances quality culture in all its operations in a more systematic and coordinated manner, to attain its vision and justify its competitiveness in higher education nationally, regionally, and globally.

11. KUHeS VISION

A world-class University and centre of excellence in health education, research, and innovation.

11. KUHeS MISSION

To advance knowledge, professional competencies, skills, and innovations in health sciences through high-quality student-centered and innovative education and research that responds to and influences national and global policies, health, and development needs in an efficient, sustainable, and result-oriented manner.

12. AIMS OF POLICY

This policy aims to provide a quality assurance framework to ensure the delivery and maintenance of excellence in all operations, processes, procedures, and practices in KUHeS.

13. OBJECTIVES OF POLICY

- a) Establish quality assurance standards for all academic and administrative operations within KUHeS.
- b) Enhance the quality of teaching, learning, assessment, and research processes.
- c) Promote effective administrative processes.
- d) Provide continuous training and professional development for faculty and administrative staff to uphold high performance standards.
- e) Enhance student support services and resources aimed at improving academic outcomes and overall student experience.
- f) Establish robust monitoring and evaluation systems to regularly review and assess the effectiveness of all University operations and processes.

- g) Ensure all the University activities comply with national and international quality assurance standards and best practices.

- h) Involve stakeholders, including students, staff, alumni, and external partners, in quality assurance processes to gather diverse perspectives and insights

14. POLICY PRIORITY AREAS

At the heart of KUHeS commitment to excellence is a structured and comprehensive approach to quality assurance, focusing on eight key priority areas. These include quality assurance standards, academic excellence, effective administrative processes, staff development, student support services and resources, monitoring and evaluation, compliance with national and international quality assurance standards, and stakeholder engagement

14.1 Policy Priority Area 1: Quality Assurance Standards

14.1.1 Problem Statement

The University currently lacks clear and measurable quality assurance standards, which are essential for ensuring that all operations meet the highest levels of quality and integrity.

14.1.2 Policy Statement

The University shall develop and implement clear and measurable quality assurance standards to ensure that all operations consistently meet the highest levels of quality and integrity.

14.1.3 Strategies

- a. The University shall establish a Quality Assurance Committee to lead the development and implementation of quality assurance standards.
- b. The University shall ensure that the standards cover all critical areas such as curriculum development, teaching methodologies, research, student services, and administrative functions.
- c. The University shall develop detailed guidelines for implementing each quality standard.
- d. The University shall provide training and capacity building to equip faculty and staff with the knowledge and skills to adhere to quality standards.
- e. The University shall establish key performance indicators (KPIs) to measure compliance and performance; conduct regular audits and assessments to track progress; and use feedback mechanisms to gather input from stakeholders and make necessary adjustments.

14.2. Policy Priority Area 2: Academic Excellence

14.2.1 Problem Statement

The University currently faces the challenge of continuously improving its teaching, learning, assessment, and research processes to maintain academic excellence and ensure its academic offerings remain cutting-edge and effective.”

14.2.2 Policy Statement

The University shall promote academic excellence by continuously improving its teaching, learning, assessment, and research processes, ensuring that its academic offerings remain cutting-edge and effective.”

14.2.3 Strategies

- a. The University shall develop and implement standardized assessment tools to evaluate teaching and learning effectiveness, community engagement, and research quality.
- b. The University management shall establish a feedback loop to communicate changes and improvements back to the University community.
- c. The University shall enhance professional development for faculty by encouraging faculty to pursue advanced degrees and certifications; offer regular workshops, seminars, and training programs focused on innovative teaching methods, assessment and research techniques; provide opportunities for faculty to attend national and international conferences; and implement a mentorship program to support new and junior faculty members.
- d. The University shall integrate technology into teaching and learning by investing in modern educational technologies and digital learning platforms and promoting utilization of advanced technology by faculty and students to enhance teaching and learning experiences.
- e. The University shall promote interdisciplinary collaboration and research to enhance research quality and innovation. The University shall create research centers and institutes that will encourage collaboration across

disciplines; provide funding and resources for interdisciplinary research projects; organize regular forums, workshops, and seminars to facilitate knowledge exchange and collaboration; and encourage joint publications and grant applications involving multiple departments.

- f. The University shall strengthen curriculum design and review processes by ensuring that the University curricula remain relevant, cutting-edge, and aligned with accreditation standards.
- g. The University will enhance student support services to improve learning and academic success by expanding academic advising, tutoring, and mentoring services; developing mental health and well-being programs; implementing early intervention systems for at-risk students; and increasing access to academic resources such as libraries, laboratories, and study spaces.
- h. The University shall cultivate an institutional culture that values and pursues continuous improvement in all academic areas by recognizing and rewarding excellence and innovation in teaching, learning, and research.
- i. The University shall engage with external stakeholders to ensure academic programmes meet societal needs and health industry demands by:
 - i. establishing advisory boards with representatives from industry, government, and the community;
 - ii. developing partnerships with local and global organizations for collaborative research and student placement opportunities;

- iii. conducting regular surveys and consultations with employers to align academic programs with workforce needs;
- iv. involving alumni in mentoring programs
- v. involving stakeholders in curriculum development processes.

14.3 Policy Priority Area 3: Effective Administrative Processes

14.3.1 Problem Statement

The University currently has inefficient administrative procedures and processes that hinder the creation of a supportive environment for staff and students.

14.3.2 Policy Statement

The University shall strengthen its administrative procedures and processes by streamlining procedures, eliminating inefficiencies, and promoting a culture of continuous improvement to better serve the needs of the University.

14.3.3 Strategies

- a. UniversityThe University shall utilize technology to automate and streamline administrative tasks by investing in a robust digital system to integrate various administrative functions; automating routine tasks; and providing training for staff to effectively use technological tools and systems.
- b. The University shall improve communication within the University to enhance transparency and efficiency by establishing clear communication protocols for internal announcements and updates; utilizing digital platforms such as intranets, email newsletters, and collaboration tools to disseminate information;

hold regular meetings and forums to facilitate open communication between administration, staff, and students.

- c. The University shall promote accountability and transparency within administrative operations by implementing performance metrics and regular evaluations for administrative staff; creating a transparent reporting system where progress and outcomes of administrative tasks are regularly shared; recognizing and rewarding staff who demonstrate exceptional efficiency and accountability.

- d. The University shall equip administrative staff with the skills and knowledge needed to perform their duties efficiently by offering ongoing training programs on best practices, new technologies, and process improvements; encouraging professional development through workshops, seminars, and certification programs; and creating a mentorship program to support new and junior administrative staff.

- e. The University shall continuously improve administrative processes based on feedback from staff and students by implementing regular feedback surveys for staff and students regarding administrative services; creating suggestion boxes and online platforms for anonymous feedback; and reviewing feedback regularly and use it to make informed improvements to administrative processes.

- f. The University shall ensure that resources are allocated efficiently to support administrative functions by conducting a thorough assessment of resource needs for various administrative departments; allocating budget and resources based on priority

and impact assessments; and monitoring resource utilization and adjusting allocations as necessary to ensure optimal efficiency.

14.4 Policy Priority Area 4: Staff Development

14.4.1 Problem Statement

The University currently faces challenges in effectively providing ongoing training and opportunities that comprehensively enhance the skills and performance of faculty and administrative staff. The current approach may not fully meet the diverse needs and expectations of staff, potentially limiting their professional growth and impact within the institution.

14.4.2 Policy Statement

The University shall development opportunities that comprehensively enhance the skills and performance of faculty and administrative staff by implementing a robust framework that aligns training programmes with the diverse needs and expectations of staff.

14.4.3 Strategies

- a. The University shall provide structured and ongoing training opportunities to enhance staff skills and performance.
- b. The University shall support staff development through mentorship and personalized coaching.
- c. The University shall allocate funding for faculty and administrative staff to attend relevant conferences, workshops, and seminars.
- d. The University shall foster a culture of lifelong learning by creating an environment that values and promotes continuous learning and development; and establishing learning communities or interest groups focused on specific areas of development.

- e. The University shall integrate professional development goals into the performance review process by including professional development goals as a standard component of annual performance reviews.
- f. The University shall leverage technology for professional development by using digital tools and platforms to facilitate continuous learning and skill enhancement.

14.5 Policy Priority Area 5: Student Support Services and Resources

14.5.1 Problem Statement

The University currently faces challenges in effectively implementing comprehensive support services and resources. The current approach may not fully optimize academic outcomes or enrich the overall student experience, potentially limiting student success and satisfaction.

14.5.2 Policy Statement

The University shall effectively implement comprehensive support services and resources to optimize academic outcomes and enrich the overall student experience.

14.5.3 Strategies

- a. The University shall expand academic advising services by providing personalized academic guidance to help students navigate their educational paths.
- b. The University shall utilize technology to offer online advising appointments and track student progress for both face to face and online programmes.
- c. The University shall enhance tutoring and mentoring programs by creating a centralized tutoring center that provides free tutoring services in key subject areas.

- d. The University shall develop comprehensive mental health and well-being programmes to enhance students' academic performance and personal development.
- e. The University shall ensure access to academic resources to support their studies.
- f. The University shall foster a supportive campus environment by
 - i. creating a welcoming and inclusive campus culture that supports student success;
 - ii. implementing diversity and inclusion initiatives to ensure all students feel valued and respected; and
 - iii. offer leadership development programs to help students build skills and confidence.
- g. The University shall enhance career services by preparing students for successful careers post-graduation.
 - i. Provide career counselling services, including resume writing, interview preparation, and job search strategies.
 - ii. Host career fairs and networking events to connect students with potential employers.
 - iii. Partner with alumni to offer mentorship and job shadowing opportunities.

14.6 Policy Priority Area 6: Monitoring and Evaluation

14.6.1 Problem Statement

The University currently faces challenges in establishing robust systems to effectively track, review, and assess the effectiveness of all its operations and processes. The current approach may not fully ensure that the University consistently meets its performance objectives, potentially hindering the achievement of its standards and organizational goals.

14.6.2 Policy Statement

The University shall establish robust systems for tracking, reviewing, and assessing the effectiveness of all its operations and processes.

14.6.3 Strategies

- a. The University shall implement comprehensive data collection and management systems by gathering accurate and comprehensive data on all University operations and processes.
- b. The University shall ensure all departments use standardized data collection methods to maintain consistency and reliability.
- c. Develop Key Performance Indicators (KPIs) and Metrics to assess the effectiveness of University operations and processes.
- d. The University shall conduct regular internal and external audits of academic, administrative, and student services.
- e. The Quality Assurance Department shall have the authority to periodically request for examination scripts from academic departments to verify the accuracy and consistency of the examination marking process.
- f. The University shall publish annual performance reports that highlight achievements, challenges, and areas for improvement.

14.7 Policy Priority Area 7: Compliance with National and International Quality Assurance Standards

14.7.1 Problem Statement

The University is currently not fully adhering to national and international quality assurance standards, potentially compromising the University's credibility and reliability as an institution.

14.7.2 Policy Statement

The University shall strengthen its credibility and reliability as an institution by adherence to national and international quality assurance standards.

14.7.3 Strategies

- a. The KUHeS Academic Standards and Compliance Committee and the Quality Assurance Department shall be responsible for overseeing and ensuring compliance with quality assurance standards.
- b. The University shall allocate resources for the effective functioning of the Quality Assurance Department, including technology and staff support.
- c. The University shall ensure that faculty, staff, and students are regularly educated about quality assurance standards and best practices.
- d. The University shall regularly assess compliance with quality assurance standards across all the University activities.
- e. The University shall schedule regular internal and external audits to evaluate compliance with national and international standards.
- f. The University shall keep detailed records of compliance efforts and outcomes.
- g. The University shall align its policies and procedures with both its quality assurance standards and the relevant national and international quality assurance standards.

- h. The University shall foster a culture of quality and compliance by embedding quality assurance and compliance into the University's culture.
 - i. Recognize and reward departments and individuals who demonstrate excellence in compliance.
 - ii. Encourage a proactive approach to quality assurance, where faculty, staff, and students are motivated to uphold standards.
 - iii. Create forums for open discussion on quality assurance and compliance issues, encouraging input and feedback from all the University members.
- i. The University shall benchmark against best practices by comparing KUHeS' practices with those of leading institutions.
 - i. Identify national and international institutions known for their excellence in quality assurance.
 - ii. Establish partnerships and collaborations to learn from their best practices.
 - iii. Participate in quality assurance networks and conferences to stay informed about the latest developments and trends.
 - iv. Implement best practices that are suitable for KUHeS's context and continuously evaluate their effectiveness.
- j. The University shall engage External Quality Assurance Organizations to ensure compliance and continuous improvement.
 - i. Establish regular communication and relationships with national and international quality assurance agencies.
 - ii. Participate in accreditation and certification processes to validate compliance with recognized standards.

- iii. Seek external reviews and feedback to identify areas for improvement.
- iv. Use external recommendations to enhance internal quality assurance processes and practices.

14.8 Policy Priority Area 8: Stakeholder Engagement

14.8.1 Problem Statement

There is inadequate integration of diverse perspectives and insights into quality assurance decision-making and practices from the University stakeholder.

14.8.2 Policy Statement

The University shall foster a collaborative environment that actively involves students, staff, alumni, and external partners in contributing diverse perspectives and insights regarding quality assurance.

14.8.3 Strategies

University

- a. Implement a Stakeholder Engagement Portal that will provide an accessible platform for continuous stakeholder interaction and feedback.
 - i. Use portal data to inform quality assurance strategies and improvements.
 - ii. Organize annual or semi-annual stakeholder forums, workshops, and meetings focused on quality assurance topics.
 - iii. Integrate Stakeholder Feedback into Quality Assurance Reviews.

- iv. Develop a framework for integrating stakeholder feedback into regular quality assurance reviews and assessments.
- v. Ensure feedback from students, staff, alumni, and external partners is considered in decision-making processes.
- vi. Regularly update quality assurance guidelines and procedures based on stakeholder inputs.
- vii. Report on how stakeholder feedback has influenced changes and improvements in University operations.
- viii. Establish a recognition program to honor stakeholders who significantly contribute to quality assurance efforts.

15 IMPLEMENTATION OF THE POLICY

The successful implementation of this policy depends on the efficiency and effectiveness of the University's governance and management systems.

15.1 Governance Structure

The governance structure shall consist of the University Council, Senate, Quality Assurance Committee, School/Institute Quality Assurance Committees, and Departmental Quality Assurance Committees, as described below:

15.1.1 The University Council

The University Council is the governing body of the University and is responsible for the general supervision of all affairs of the University. In this regard, the University Council is responsible for ensuring effective and efficient Quality Assurance systems within the University.

15.1.2 The University Senate

The University Senate is responsible for all academic affairs of the University and upholds the academic standards of the University. Therefore, the Senate shall be the custodian of the Quality Assurance and

Enhancement Policy and shall ensure that all decisions about the policy are implemented with the desire to improve the University's performance in all its functions.

15.1.3 The Quality Assurance Committee

The Quality Assurance Committee shall be a sub-committee of the Academic Standards and Compliance Committee (ASCCo) responsible for the implementation of all Quality Assurance activities at the University. The ASCCo shall elect a Quality Assurance Committee, which shall represent academic and administrative departments, and graduate and undergraduate students.

15.1.4 School/Institute Quality Assurance Committee

The School/Institute Quality Assurance Committee is responsible for the implementation of all quality assurance activities in their respective areas/units of operation. The Committee shall have representation from all departments of the school/institute and two student representatives. A Head of Department shall be elected as the chairperson of the committee and shall report to the Executive Dean.

15.1.5 Departmental Quality Assurance Committee

There shall be a Quality Assurance Committee at the departmental (academic and administrative) level responsible for the implementation of all quality assurance activities in the respective departments. The committee shall have representation from both academic and administrative staff, and membership shall not be more than 1/3 of the staff members in that department.

15.2 The Management Structure

The management structure shall be constituted by the office of the Vice-Chancellor, Chief Quality Assurance Officer, Executive Deans, and Heads of Academic and Administrative Departments:

15.2.1 The Vice Chancellor

Regarding the Quality Assurance Policy, the Vice Chancellor shall be the overall supervisor of all matters concerning quality assurance in the University and affiliated institutions. In this regard, the Vice Chancellor shall be required to regularly report to the University Council on the status of quality assurance at the University.

15.2.2 Chief Quality Assurance Officer

The Chief Quality Assurance officer shall provide professional leadership, advice, interpretation, and guidance on quality assurance policy, processes, systems, procedures, and activities in line with national and international standards. The Chief Quality Assurance Officer shall plan and budget for the Quality Assurance department, and coordinate all quality assurance activities of the University at all levels, including affiliated institutions. The Officer shall report to the Vice-Chancellor on all quality assurance matters in the University and affiliated institutions.

15.2.3 Executive Deans

The Executive Deans shall provide leadership, and guidance, and coordinate quality assurance activities at the school and institutional levels. The Executive Deans shall report to the Vice Chancellor all matters of quality assurance related to their respective schools or institutes.

15.2.4 Head of Academic Department

The Head of the Academic Department shall plan and budget, coordinate, monitor, evaluate, and maintain mainstream quality in all activities in the department. The Head shall report regularly to the Executive Dean of their school.

15.2.5 Head of Administrative Department

The Head of the Administrative Department shall plan and budget, coordinate, monitor, evaluate, and maintain mainstream quality in all activities in the department. The Head shall report regularly to the Registrar.

16. GUIDING PRINCIPLES FOR IMPLEMENTATION

The implementation of this quality assurance policy shall be guided by the following principles:

- a. Continuous quality improvement: An ongoing process that monitors and evaluates the functions of the University and seeks ways to improve its processes.
- b. Evidence-based: The University shall base its decisions on systematically collected and analysed evidence.
- c. Standards: The University operations shall be guided by set standards.
- d. Integrity: to ensure adherence to the highest ethical and professional standards.
- e. Self-assessment: the University shall promote critical self-assessment in monitoring and evaluating its performance.
- f. Collegiality: University leadership promotes the spirit of peer review, collaboration, and collegial decision-making among faculty, staff, and students.

- g. Benchmarking: The University shall learn best practices from other institutions to ensure the relevance of its functions and the attainment of its aims and objectives.

17. MONITORING AND EVALUATION

A Monitoring and Evaluation (M&E) framework will be used to monitor the progress and implementation of quality assurance activities in all units of the University. The QAD office, in collaboration with the Monitoring and Evaluation Office and the respective departments, units, and institutes, shall develop the tools for monitoring and evaluation. University

18. POLICY REVIEW

The Quality Assurance policy shall be reviewed every five years. The review process shall follow the governance and management structures approved by the University. The Quality Assurance Department shall coordinate the review process.

19. FINANCIAL IMPLICATION

This policy will be implemented in a manner that ensures the mainstreaming of quality assurance in all areas of the University, rather than through ad hoc activities that demand separate costs. However, activities that require external quality assurance shall require financial resource mobilisation.