

**HARAMAYA UNIVERSITY**

**SUPPORT SERVICES /NON ACADEMIC SERVICES**

**QUALITY ASSURANCE POLICY**

**Quality Matters!**

**2023/24**

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**Haramaya University**

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# 1. Introduction.

Following the Higher Education proclamation (351/2003) and (650/2009), the Higher Education Relevance and Quality Assurance Agency (HERQA), the Higher Education strategy Center (HESC), and Institutional Quality Enhancement (IQE) have been established to give strategic direction and to ensure quality in the growing system of higher education in Ethiopia. This in turn necessitated that a quality assurance system must be in place at the university level to meet the challenges related to rapid expansion and the ever increasing customer expectation.

IQAD realized that support services, learning resources and Facilities are back bone to smoothen quality of academic programs and assuring their quality is the main issue to deal with to hold on academic quality assurance and enhancement.

The mission of HrU is to provide quality of teaching, learning, cutting-edge research, provide demand-driven and transformative community engagement that will contribute to local, national, regional and global sustainable development whereas, its vision is to “be one of the top ten Universities in Eastern Africa with international reputation by 2030” and the motto is “Building the basis for Development”.

Currently the University (2023/24) has sufficient learning resources, facilities and support services to smoothen learning-teaching system. It is the concern of IQAD to assure (enhance) quality of services mentioned below, which is to make them fit for the purpose.

* [University Laboratory Management Directorate](https://www.haramaya.edu.et/laboratories-management-directorate/)
* [Library and Information Service Directorate](https://www.haramaya.edu.et/facilities/library-information-system/)
* [Registrar Directorate](https://www.haramaya.edu.et/registrar-directorate/)
* University Protection and Security Service Directorate
* Construction Project Office
* Information and Communication Technology Directorate
* [Human Resource Mgmt. and Development, Directorate](https://www.haramaya.edu.et/human-resource-mgmt-and-development-directorate/)
* [Estate Development and Facility Management Directorate](https://www.haramaya.edu.et/estate-development-and-facilities-management/).
* [Student Service Directorate](https://www.haramaya.edu.et/student-service-directorate/).
* [Procurement and Property Administration Directorate](https://www.haramaya.edu.et/procurement-and-property-mgmt-directorate/).
* [Finance Administration Directorate](https://www.haramaya.edu.et/finance-administration/).
* [Haramaya University Health Centre](https://www.haramaya.edu.et/haramaya-university-health-center/).
* [Director for Research Facilities Management](http://researchaffairs.haramaya.edu.et/?page_id=364).
* [Community Development Works Directorate](https://www.haramaya.edu.et/community/category/capacity-building/linkage/).
* [University Enterprises Directorate](https://www.haramaya.edu.et/community/category/capacity-building/linkage/).

# 2. Definitions.

* **Quality** In this document the term quality refers to fitness for purpose in the sense of vision, mission and customers expectation. (i.e. the institution and its components of activities have quality they conform to the purpose for which they were designed)
* **Assessment** In the context of quality assurance, assessment is the process of identifying and ensuring appropriate internal procedures/system is in place and operational that outcomes of support services and activities are in accordance with established standards.
* **Quality Assurance** The process whereby measures are established which ensure that outcomes of administrative/support / services and activities are of a prescribed standard.
* **Support services Quality Assurance** means a systemic, structured, continuous assessment and evaluation of system in order to assure that support service standards, quality of provisions to monitor administration Units of the University.
* **Learning resources** are educational materials, applications or activities that are used in teaching a course and support students’ achievement of learning outcomes.
* **Educational facilities** means the buildings, vehicles and equipment, structures, and special educational use areas that are built, installed, or established to serve primarily the educational purposes.
* **Quality control** is the process whereby outcomes are assessed to determine whether they are of the prescribed standard.
* **Institutional Quality Assurance Directorate** means a quality assurance office that coordinates quality assurance tasks and establishes standards at the university level.
* **Educational Quality Assurance** means ensuring that there are policies, mechanisms, procedures and processes in place in order to ensure that the desired quality and standards are delivered.
* **Quality Assurance committee** means administration unit committee with a responsibility of caring for quality issues of service provision.
* **Quality Management** **System** means all the processes that are in place to facilitate achievement of quality and relevance at university level.
* **Stakeholders in Institutional Quality Assurance Directorate:** means government agencies that control higher education institutions that participate in or have responsibilities towards higher education. Specifically, students, academic staff, administrative staff, management body, ministry of education and business bodies are some of the stakeholders.

**2. Acronyms.**

QAC = quality Assurance committee.

HESC = Higher Education strategy Center.

Hr.U = Haramaya University.

HHERQA = Higher Education Relevance and Quality Assurance Agency.

MOSHE = Ministry of Science and Technology.

HESC = Higher Education Strategy Center.

IQAD = Institutional Quality Assurance and Directorate.

EMI = Ethiopian Management Institute.

QMS = Quality Management System.

SOPs = Standard Operating Procedures.

CA = Quality Assurance.

QC= Quality Control.

# 3. Purpose of the policy.

The University has focused Merely on academic quality assurance though, it is mentioned in the University’s Strategic Development Plan of (2020-2030) that Haramaya University would Strengthen facilities and infrastructure through quality management system(QMS) and Enhance service quality, affordability and access, in order to provide quality of teaching, learning, cutting-edge research, provide demand-driven and transformative community engagement that will contribute to local, national, regional and global sustainable development. Purpose of the policy is to be term reference for institutional quality assurance directorate (IQAD), that a Quality Assurance Management Structure be put in place to coordinate the implementation of the quality assurance mechanism, guides quality assurance procedures and activities at HrU. The main purpose of this policy is to guide functions of Quality Assurance at different levels and facilitate Quality assurance activities in the university’s quality management system (QMS) hence, serves as a policy/guideline to university’s support staff to shoulder their duties and responsibilities with regards to quality issues in rendering services.

# 4. Scope of the Policy.

The Scope of the Quality Assurance Policy includes all the functional units of the HrU and the activities they perform, namely the core administration activities, support services, learning teaching resources, facilities, and integrated community engagement. Quality assurance processes will contain both External Quality Assurance (EQA) and Internal Quality Assurance (IQA) mechanisms to quality assure Core and Support Functions and Functional Units of the HrU.

This is a university wide policy, focusing on the quality of support service, learning resources, facilities defining roles and responsibilities of the Institutional Quality Assurance Directorate .Furthermore, guideline and standard development is recommended at Administration unit levels to create a Quality Management System.

# 5. Values of supporting the policy.

* The university has a mission of offering quality of teaching, learning, cutting-edge research, to provide demand-driven and transformative community engagement that will contribute to local, national, regional and global sustainable development. Thus, this policy is aligned with University’s Mission, Vision, Core Values and Strategic Objectives (2020-2030).
* Quality Assurance is a collaborative activity. Every member of the administrative and academic staff of the university is expected to contribute to the achievement of the university’s vision, mission. Which, is achieving academic or educational quality through improving quality of support services, learning resources and facilities
* Improving quality of support services, learning resources and facilities is the base line of academic quality enhancement. Accordingly, this quality assurance policy seeks to establish, maintain, and monitor high standards in the quality and effectiveness of support services provision.
* The university needs to take its own steps to bring about quality in its education and service provisions. Hence, this quality assurance policy is an institutional response to the Higher Education proclamation 650/2009 which demands the establishment of institutional Quality Assurance and Enhancement system.

# 6. Standards of the University.

* The university shall have published vision and mission statements that reflect its commitment to continuous quality enhancement; strategic objectives and clear policies and procedures that are consistent with its vision and mission.
* The university shall have clearly stated governance and management structures, which will ensure sound and ethical governance and management, including robust QA practices that support the achievement of its vision and mission.
* The university shall have policies on human resources that are inclusive, and that ensure recruitment and retention of adequate numbers of qualified and competent staff to achieve its mission and carry out its legal mandate.
* The university shall have adequate financial resources and prudent financial management system that are aligned to its mission, objectives and mandate to ensure quality education.
* The university shall have adequate and appropriate infrastructure, facilities and resources to support teaching, learning and research.
* The university shall have polices and systems that ensure the design and development, monitoring and evaluation of quality, relevant study programs that are learning outcomes-based and aligned with the needs of stakeholders; and that contribute to the achievement of its mission, and are commensurate with national, regional and international standards.
* The university shall put in place its vision and mission, policies and procedures that promote learning and acquisition of appropriate knowledge, competencies and skills; and assure fair and transparent assessment based on student-centered assessment. The assessment principles, standards and procedures are explicit and made available publicly to both students and staff.
* The university shall encourage, promote, and engage in regional, national, continental, and international needs.
* The university shall encourage engagement in community service programs as part of its social responsibility and environmental amenity.
* The university shall ensure that it collects, analyses, and makes use of relevant data and information for the effective management of its programs of study and research activities.
* The university shall publish information about its activities, including programs and ensure that information is up-to-date and accessible. The university shall ensure that promotion of its programs is carried out in a fair and ethical manner, following acceptable best practices, and comply with all relevant legislation;
* The university shall have mechanisms that promote collaboration with other higher education institutions, professional associations, research institutions and relevant stake-holders at regional, national, continental and international levels and to facilitate mobility of students and academic staff.

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# 7. Mission of Institutional Quality Assurance Directorate.

The mission of the institutional quality assurance directorate is consistent with the vision, mission and educational goals of HrU.

# 7.1. Mission

* Developing quality standards, guidelines and check-lists to help internal system of quality assurance, national and international quality standards to assure administrative quality service.
* Guiding, supporting, coordinating and making university wide attempt to provide quality service processes through bench-marking of best experiences.
* Organizing workshops and conferences in higher education’s administration services quality issues every year.
* Design working partnership with responsible organizations for higher education service provisions quality assurance, nationally and internationally.

# Areas for Quality Assurance as per HrU’s IQAD context.

* [Library and Information Service Directorate](https://www.haramaya.edu.et/facilities/library-information-system/)
* [Registrar Directorate](https://www.haramaya.edu.et/registrar-directorate/)
* [University Laboratory Management Directorate](https://www.haramaya.edu.et/laboratories-management-directorate/).
* University Protection and Security Service Directorate.
* Construction Project Office
* Information and Communication Technology Directorate
* [Human Resource Mgmt. and Development, Directorate](https://www.haramaya.edu.et/human-resource-mgmt-and-development-directorate/)
* [Estate Development and Facility Management Directorate](https://www.haramaya.edu.et/estate-development-and-facilities-management/)
* [Student Service Directorate](https://www.haramaya.edu.et/student-service-directorate/)
* [Procurement and Property Administration Directorate](https://www.haramaya.edu.et/procurement-and-property-mgmt-directorate/).
* Finance Administration
* [Haramaya University Health Centre](https://www.haramaya.edu.et/haramaya-university-health-center/).
* [Community Development Works Directorate](https://www.haramaya.edu.et/community/category/capacity-building/linkage/).
* [University Enterprises Directorate](https://www.haramaya.edu.et/community/category/capacity-building/linkage/).

# **8.1.** [**University Protection and Security Service Directorate**](https://www.haramaya.edu.et/university-protection-and-security-service-directorate)**.**

Assuring quality of protection and security service Starts with making security guards to be aware of;

* The importance of their presence to achieve the University’s mission, vision.
* Maintaining their neat protocol.
* Loyally discharging their responsibility.
* Properly keeping records on each gates of the University like; about persons and resources entering, leaving the compound, goods, Ids, etc.
* Making rotation of shifts with full information, avoiding any security negligence.

# 8.2. [Construction Project Office](https://www.haramaya.edu.et/construction-project-office/).

Construction projects are complex activities that require particular planning, precise execution, and strict adherence to regulations and standards. The success and safety of projects should be archived through implementing quality assurance mechanism as follows;

* Conducting site inspections at various stages of construction processes to ensure they meet quality standards.
* Establishing a clear communication protocol.
* Holding regular project meetings to discuss compliance issues.
* Encouraging open dialogue and information sharing.
* Conduct periodic evaluation to validate adherence to quality assurance protocols.
* Document quality control measures and identify areas for improvement
  1. Public and International Relations Directorate;

assuring quality of public and international relation is through publishing information about its activities, including programmes, in a clear, accurate and objective manner; and ensure that the information is up-to-date and accessible, further more;

* The institution shall ensure that promotion of its programmes is done in a fair and ethical manner.
* Promoting the university’s mission, vision, Faculties, collages, campus to internal and external public; nationally and internationally.
* Protecting university’s reputation.
* Communicating target audience by making story and advocating for university’s reputation.
* Making consistent, updated and clear facts that benefits the university.
* HrU is the grand university. Thus, actively managing communication means (infrastructures) of the university, tends to boost its national and international reputation.

# 8.4. University Laboratory Management Directorate;

Quality assurance in a laboratory involves various essential elements to ensure that the processes, procedures, and results are reliable, accurate, and compliant with established standards. These elements collectively contribute to the quality and integrity of laboratory operations.

* **Standard Operating Procedures (SOPs):** Developing and adhering to well-documented SOPs for every test and procedure is fundamental. SOPs provide step-by-step instructions for staff, ensuring consistency and reproducible.
* **Training and Competency:** Ensuring laboratory personnel receive appropriate training and demonstrate competency in their roles is crucial. Regular assessments and continuing education help maintain staff competence.
* **Equipment Calibration and Maintenance:** Laboratory equipment must be regularly calibrated and maintained to ensure accurate and precise measurements. Routine maintenance schedules and documented records are key components of quality assurance.
* **Quality Control (QC) and Quality Assurance (QA):** Quality control involves running known standards and controls alongside samples to monitor instrument performance and detect errors. Quality assurance focuses on broader system improvements and the prevention of errors.
* **Document Control:** Proper record-keeping is essential. Accurate documentation of all laboratory activities, from sample receipt to reporting results, ensures traceability and transparency.
* **Data Integrity:** Protecting data integrity is essential. Safeguards to prevent data manipulation and unauthorized access and maintain data security are integral to quality assurance.

# 8.5. Information and Communication Technology Directorate;

Quality assurance is achieved through actively helping automated services, smart class, computer labs, public areas helping and designing for automated university with skill full academic and non-academic stuff with information technology through;

* Developing comprehensive communication strategy.
* Event creation, media relation and management.
* Installing database and documentation management system.
* Developing dynamic website and strengthening communication infrastructure.
* Enhancing communication personnel’s capacity (digital, analytical and media skills).
* Establish centralized visibility and communication office.
* Support staff to attend different national and international conferences, seminars, symposiums, public lectures, etc.

# 8.6. Human Resource Mgmt. and Development, Directorate;

The quality of an educational program depends strongly on the quality of the staff that provides teaching and support services. Institutions should ensure that their staff recruitment and appointment procedures include a means of making certain that all new staff have the necessary level of competence. The University must have sufficient and appropriate staff to ensure effective implementation of its program through;

* The existence of suitable, clearly stated, well-established and effectively implemented policies for the appointment and promotion of staff.
* Keeps up-to-date records of staff numbers, qualifications and employment turnover rates.
* The operation of a transparent staff appraisal system that identifies the strengths and weaknesses of staff and which leads to action.
* The provision of skill updating and other training organized to support staff development.
* Undertakes periodic, monitoring, evaluation and work unit inspections.

# 8.7. Finance Administration:

Haramaya University is about to be autonomous University in the near future, thus finance administration has to shoulder main responsibility since financial autonomy is the base in autonomous University and financial autonomy comes with the responsibility of ensuring transparency, accountability and financial sustainability in financial management. Therefore, the institution shall have adequate financial resources and prudent financial management that are aligned to its mission, objectives, policies and procedures, which enable the institution to meet its financial needs to and mandate to ensure quality education. The institution should have:

* Adequate financial resources to carry out its mandate and objectives effectively and efficiently;
* A prudent financial management system, which include strategies, policies and procedures for budgeting, resource allocation, repairs and maintenance of infrastructure, asset management, debt management and financial reporting;
* A diversified financial and sustainable resource base, and ensure a balanced allocation of resources to core functions of teaching and learning, research, and community engagement;
* Monitoring, evaluation (through financial audits) and benchmarking processes for the financial management system using international best practices or some other basis of accounting appropriate for the institution; and
* A system to address the risks, gaps and challenges identified for continuous improvement.
* Organizations must establish sound financial practices, adhere to regulations, and maintain accurate financial records.
* Implement robust financial management systems and practices. This includes conducting regular audits, ensuring compliance with financial regulations, and providing transparent financial reports.
* Plan and manage their financial resources with a long-term perspective. They can adopt strategies for financial sustainability, such as establishing reserve funds, engaging in prudent investment practices, and planning for future contingencies.
* Establish financial reserves or endowment funds. These financial buffers provide a safety net during economic downturns or unexpected expenses, ensuring the organization's long-term sustainability and ability to fulfill its mission.

# 8.8. Estate Development and Facility Management Directorate;

Quality assurance is achieved through controlling all over university’s support services and facilities .The university should provide clear, accurate and adequate information on the capacity of its facilities and resources.

* Maintaining cleanness and functionality of Institution’s physical facilities (classrooms; office, lecture halls, cafeteria, dormitories, clinic, sport fields etc.).
* Maintaining cleanness and functionality Institution’s learning resources (library; computer centers with appropriate software and hardware, audio-visual equipment; Internet access; laboratories; workshops; etc.)
* Resource utilization and mechanisms for maintenance and updating.
* Maintenance of damaged; buildings, water pipes, lockers, beds, toilets, fluid drainages of class rooms’, residence ’, dormitories’, offices’ and all damaged areas of university’s compound timely and effectively.

8.8.1. Transportation, Garage &fuel.

Quality assuring in this context is that the process by which quality requirements are met during the performance of repair work ,the availability of transportation and fuel for (learning teaching &research .etc. )Purpose effectively and efficiently. If the standards are clearly defined and the processes by which the standards are applied are sound then desired quality levels should be achieved, that is:

* Properly keeping vehicles document with full profile.
* Actual numbers of vehicles with data base.
* All vehicles should have HrU logo on it.
* Timely maintenance of.
* Effective management of vehicles like, assigning vehicle for needed purpose without any delay.
* Spare parts’ store should be held according to quality assurance standards.
* Technicians should be with their uniform and safety shoe in order to avoid risk.
* There should be effective utilization Fuel resources and attentively taking care of fuel tube to avoid fuel leak which may cause fire.
* Firefighting materials should be there and workers around should be well trained to use the equipment.

8.9. Student Service Directorate.

The Students Service Directorate is granted both the responsibility and scope to ensure that daily interactions are peaceful and productive for every student and support services through all phases of the student’s life cycle. Maintaining an active, harmonious and beneficial learning and living environment for students is one of their primary functions. Thus, it assures quality through;

* Admitting students with well fair environment.
* Considering and Value, students’ complain.
* Students’ dormitories should be prepared as per quality assurance standards.
* Students’ food and dining hall should be maintained as per food hygiene standard.
* Stores for students’ food ingredient should be kept as per quality standard.
* Students’ entertainment area should be kept as per students demand.
* Keeping dormitory’s physical facilities’ stores away from dormitories parameter.
* Firefighting tools should be available.

# 8.10. Registrar Directorate

There shall be pre-defined, published, consistently applied policies and procedures that ensure fair and equitable enrolment, admission, progression and certification in issues concerning students. Providing conditions and support that are necessary for students to make progress in their academic career is in the best interest of the individual students, programs and institutions. It is vital to have fit-for-purpose admission, recognition and completion procedures. Therefore, the HrU . Shall have clear guidelines and strategies:

* For marketing/promoting the institution and its programs, admission, selection and registration;
* That promotes diversity in admission, including gender mainstreaming and consideration of disadvantaged groups and persons with disabilities, where applicable;
* ensures that students admitted meet minimum general and program-specific entry requirements;
* That ensures monitoring, evaluation and benchmarking for improvement of enrolment.
* There is continual collection and compilation of data on students’ admission, progress and performance, and graduation rates;
* For the continual collection and compilation of data on students’ admission, progress and performance, and graduation rates;
* That promotes student retention and progression, and address issues concerning drop-out rates;

# 8.11. [Library and Information Service Directorate](https://www.haramaya.edu.et/facilities/library-information-system/)

Application and maintenance of quality assurance in libraries and Information Service will improve the quality of teaching, learning and research in higher education and in turn raise the standard of education in these institutions. Collections, Stuffing and automation are the bedrock of library services. These represent the strength of services Quality assurance and ensures that standards are built into the functions and services of libraries. Application of the principles of quality assurance will ensure best practices in libraries leading to effective information delivery systems.

The Library and information Services Centre should be a modern facility with high quality automated library system. That contains an extensive collection of books and periodicals and enables both searching and booking up either directly from the library itself or remotely via the internet, standard of cataloguing meets international requirements.

# 8.11.1. Collections:

Collections of academic libraries implementing quality assurance should be large, comprehensive, current, and of good quality. The library should provide varied, authoritative and up-to-date resources that support its mission and the needs of undergraduates, post graduates and faculty staff.

# 8.11.2. Staffing:

Staffs are the activators of functions and services, Quality services need quality staff. They are the ultimate knowledge workers and recognize what they have to offer and ensure that management recognizes it.   
Those staff should possess the following skills:

* Strong technical and technological pace that includes knowledge of the appropriate selection and application of technology to solve information problems, database design, and the principle of organization of information.

* Understanding of the characteristics of information transfer, including users' information seeking behavior, and information generation activities within the various disciplines.

# 8.11.3. Automation:

In order to meet the teaching and learning needs of users and possession of excellent communication skills. Quality assurance means that automation project objectives must be clearly stated and properly planned to guarantee success and sustainability. Factors such as electronic resource acquisition, equipment infrastructure and staffing are crucial factors in measuring standards in automated libraries. Electronic resources should be a diverse part of the library collection, and meet the curricular needs of their institutions. Mechanisms to ensure steady subscriptions and regular updates must be instituted. IT ensures that clients' information needs are adequately provided for sustainability of quality assurance will provide parameters for measuring academic library performance.

# 8.12. Procurement and Property Administration Directorate;

Quality assurance ensures that the Directorate is planning to answer the organizational logistics and operational need, acquiring and storing materials needed, moving in and moving out of materials with restrictive and lawful procedures (controlling) as imposed by the institutions. The acquisition, disposal and the safeguarding of assets should be cost effective and timely considering current situation of the university, specially being financially autonomous, through considering the following standard quality assurance service could be maintained.

* Directorate should minimize material obsolescence, avoid material negligence
* Ensuring proper material codifications.
* Properly maintaining and improving the condition of properties.
* The store should be kept as per quality standard.
* The balance on stock card should be equal to physical number of stock.
* Regularly inspecting properties and addressing maintenance issues timely.
* Property’s profile should be kept properly.
* Property management should be automated.
* Ensuring systematic material concern and monitoring through periodic material inventories.
* Make sure that the right material items are in place at the right purchase order, in the right time and at a manageable cost.
* Property managers can prevent small problems from becoming larger, more expensive issues**.**
* Purchase demand should be prioritized as per stock situation, considering necessity and avoiding supply surplus.
* Stores should be consistently supervised to identify stock balance, which helps to prioritize purchase request.
* Store should use FIFO (First in Fist Out) method.

# 8 .13. Health Center .

A solution may be very straightforward: it may be as simple as reminding staff about clinical guidelines through supervision or focused in-service training. Solutions may also take the form of job aids such as wall charts and checklists. They become part of the process that provides information and checks at the point of service delivery, thereby reducing error or variation. Often, solutions and improvements are rooted in management systems related to supervision, training, and logistics.

* Patient hospitality.
* Availability of Basic medical equipment.
* The state of medicine kept in store should be as per quality assurance standard.

# 8.14. Community Development Works Directorate.

The institution ensures that community engagement activities are conducted within institutional policies and strategies that facilitate collaboration between the institution and its larger communities (local, national, regional, continental and global) for a mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. For the benefit of the society, community engagement should:

* Supporting community as per university’s mission and vision.
* Effectively assessing community issues and address critical issues to contribute to public good.
* Following up the outcome of support made for community.

# 8.12. Enterprise Directorate.

Quality assurance is a natural extension of Beef dairy Quality Assurance, because it takes food safety and quality one step further by systematically addressing consumer concerns about animal care and well-being. The two concepts—animal care and quality assurance are synergistic because the condition of Beef dairy at the end of their productive life is a reflection of care and handling.

* Understanding their responsibilities as beef dairy worker.
* Certified veterinarians and university extension staff should be available on-site assistance if desired.
* Understanding the Best Management Practices for the responsible care of their animals.
* Understanding their responsibilities to provide a safe, wholesome food product to consumers.
* Practicing honest, ethical behavior in the production of dairy and livestock.
* Dairy and livestock Environmental hygiene should be maintained.
* Milk distribution for community and stuff should be fair.
* Pricing system should be standardized.
* Harvested items should be sold on time.
* Grain store should be kept as per quality assurance standard.

# 9. Quality Assurance Mechanisms.

* Quality assurances mechanisms are internal & external quality assurance mechanism.
* The policy shall apply to all administration unit, support services and shall include all

Facilities provided to smoothen learning teaching process and community engagement at HrU.

* Regular internal audits shall be conducted to ensure academic and service quality of the university. This shall be initiated and led by Intuitional Quality Assurance Directorate.
* Internal quality assurance mechanisms are departmentally generated and are continuous.

These mechanisms shall be coherent with the quality assurance framework set forth as internal and external quality assurance in this policy.

# 9.1. Internal Quality Assurance as per HERQA’s context.

Internal Quality Assurance is a planned and systematic monitoring and review processes established by a HEI to determine the quality and relevance of its programs and the appropriateness of its infrastructure. A robust and transparent quality assurance system conveys confidence in the quality of the provision of a HEI to its staff, to students, to employers and to other stakeholders. HEIs should have a policy and associated procedures for the assurance of the quality and relevance of their programs. They should also commit themselves explicitly to the development of a culture which recognizes the importance of relevance, quality and quality assurance in all their work. HEIs should develop and implement a strategy for the continuous enhancement of quality. The ultimate goal of internal quality assurance is to have a culture of quality care which ensures that quality is a focus of all the activities of an institution at all levels and is incorporated into the everyday work of the whole institutional community. Every HEI must have an internal quality assurance system that seeks to continuously improve the quality of its provision.

# 9.1.1. Internal quality assurance Reference Points

* The quality assurance policy.
* The quality assurance system and mechanisms.
* Actions taken following program evaluations.
* The nature and appropriateness of responsibilities of quality assurance units, committees and individuals and the extent to which these are communicated clearly.
* The appropriateness of the procedures for obtaining comprehensive data on the quality of the institution and the actions taken to enhance quality.
* The extent of procedures to identify good practice and ways in which this is disseminated.

# 9.1.2. Indicative Sources of Information and Threshold Descriptors

* Quality Assurance policy; documentation on quality assurance procedures; quality assurance reports; institutional self-evaluations; minutes of meetings at departmental, faculty and senate level, etc.
* Evidence of program evaluation and action taken/planned to taken in next 12 months following a program evaluation
* Existence of an entity responsible for quality assurance
* Evidence that the quality assurance responsibilities are known to the HEI community
* Existence of systematically collected data to assure quality
* Evidence that, based on data collected, actions are taken to enhance quality
* Existence of procedure to identify good practice
* Evidence that good practice has been disseminated or will be disseminated in next 12 months
* Interviews with senior management, Academic program Evaluation and Implementation Office, Director of Institutional Quality Enhancement Center, Deans, Department Heads, academic and administrative staff, students.

# 9.2. External Quality assurance as per HERQA’s context;

To ensure that high quality standards are maintained the following external mechanisms shall be utilized. External examiners for Masters, research essays and PhD dissertations should be Independent senior and experienced colleagues from other universities or from relevant areas of professional practice shall be invited to comment on the appropriateness of the curriculum, assessment methods and the standard of performances expected in the different classes of degrees awarded. They assess the standards of student performance and the comparability of the standards with those of students following similar programs in other higher education institutions in Ethiopia. It provides constructive criticism of the content and methods of teaching, learning and assessment used by programs.

* Quality of the activities of the university shall be audited by the Higher Education Relevance and Quality Agency (HERQA) upon an official invitation by the university president;
* The Quality audit process is based on the ideas of self-evaluation and peer review, and on the notion of a detailed report which becomes available to the university to assist in improving procedures and achieving enhanced outputs;
* The University shall carry out an institutional self-assessment and prepares a self-evaluation document (SED) which is sent to HERQA. Hence, the quality assurance system begins by quality assessment at institutional level, followed by external institutional audit.

# 10. Institutional Quality Assurance Directorate;

The mandate of the Institutional Quality Assurance Directorate (IQAD) is to coordinate the day-to-day quality assurance activities of the University as a central coordinating unit. The IQAD shall have links to all units through the QACs. The IQAD shall organize all the meetings and keep records of the activities and resolutions of the IQAD. It shall also be the link through which all matters related to QA shall be channeled and handled.

The institutional Quality assurance Directorate appoints quality assurance coordinators at each campus of the University to represent the directorate in controlling quality service.

Terms of Reference for the Quality Assurance Directorate;

1. Ensure that the University delivers quality services on its basic functions of teaching, research and community service;
2. Ensure that facilities are quality-defined and quality-driven;
3. Establish quality standards based on the expectations of relevant stakeholders; and
4. Act as a link unit between the University and the Higher Education Authority and other related bodies.

# 11. Quality Assurance Committee:

The QAC composed of different professionals should be formed by president of the university to smoothen the assessment of quality support service provision; all support service mentioned above, Learning resources and facilities will identify analyses and solve quality issue related to their functions.

The QAC shall be a small group of people including supervisors and workers who belong to a single department and do similar work. The QAC shall meet periodically to discuss and analyses nonacademic functions (support services, learning-teaching resources and facilities) undertaken in the University, find solutions to quality Problems and present this issue the president (senate).

# 11.1. Composition and number of the committee:

* Institutional quality assurance directorate director as chairman 1
* Representative from seiner stuff as member 2
* representative from Professional and technical staff 2
* representative from Non-Professional Staff 1
* Senior Administrative Officer of the Unit –as Secretory 1
* Total number of committee 8

# 11.2 .The terms of reference for the QAC shall be as follows:

* To promote quality culture among staff in the provision of support services.
* To identify areas for improvement of the quality of services offered by the department or unit.
* To assist IQAD work with profession or technics when needed in assessing and improving quality of services provision.
* To implement and monitor quality assurance in the provision of support services.
* To provide specific recommendations to the IQAD standing on assessment made by the committee to improve service quality.

# 12. Quality audit.

Quality audit has been widely implemented internationally and is considered an effective  
instrument which balances both accountability and improvement. A quality audit uses a self-  
evaluative methodology which promotes institutional capacity for self-regulation, hence  
enabling the University to develop and consolidate their internal quality assurance structures and  
processes. Flexibility and adaptability are two prominent features of this method which enable  
its use in diverse institutional settings and contexts. Quality audit is of two type; internal quality audit and External quality Audit.

# 12.1 The internal audit;

A procedure to evaluate the described internal processes of the institution according to the annual action plan based on the general two- to three-year plan. A cross-functional audit group is essential for performance-based internal quality audits. It is a team of dedicated people with different functional expertise working towards a common goal. The success of the cross-functional audit groups depends upon the support of top-management and the competence of the team how to audit against the process descriptions and internal audits contribute to the achievement towards the university’s goals.

* Internal audits have positive effects on system performance.
* The internal audit can suggest ways to improve the processes to increase efficiency.
* It is necessary to evaluate how critical operations function to achieve the objectives  
  and meet the customer needs.
* Auditing also identifies the procedures that do not work as planned and documented in the process descriptions.

# 12.2. External quality audit;

External Quality Audit means a second party or third party Quality Audit; Second party Quality Audits are Quality Audits conducted by parties having an interest in the relevant organization, such as customers; third party Quality Audits are Quality Audits conducted by external independent organizations such as certification or registration bodies. External quality audit assurance agency uses the internal quality audit report of the institution and examines the following at institutional level: the effectiveness of an institution's internal quality assurance structures and mechanisms, in the light of, for instance, the HERQA's Code of practice for the assurance of academic quality. Therefore, to accomplish the quality audit of the University, quality audit team is needed.

# 12.1. Quality audit team.

* Composition;
* The audit team members are the campus quality enhancement coordinators and Quality Assurance committee members and Director of IQAD is chair person.
* The appointment of additional member of the Audit team shall be made by the Director for Institutional Quality Assurance Directorate
* Support services (non-academic services) Audit team is a team which shall undertake audit activity on part-time basis.

# 12.1.1. Duties and responsibilities of the audit team.

* Support every aspect of internal quality audit system program from audit planning, implementation, feedback and re-audit as required.
* Develop training modules for various data quality process sections.
* Identify areas requiring training and ensure gaps are completely filled within given time frame.
* Collaborate with supervisors for performance improvement of least performing units.
* Identify, estimate and correct abnormalities and defects in quality system process.
* Inspect, monitor, record and report quality data for incoming Inspection activities to assist in operations.
* Prepare list of deviations for correction and verify corrections as per established company standards.
* Assure quality across organization and provide stable performance to customers.
* Evaluates Supervision and support services to students and instructors.
* Suggests the kind of person that the external audit team wishes to interview.
* Gathers all the necessary data to be finally compiled by the IQAD.
* Organizes the audit reports and present it to senate / president.

# 13. Dissemination and Implementation of the policy:

* The dissemination and implementation of the policy shall be enforced immediately upon the approval of the University Senate.
* This policy remains in force until the review period.
* This policy shall be the “Quality Assurance policy of Haramaya University’’

# 14. Structure of Institutional Quality Assurance Directorate.

Currently the office operates under the president’s office of the university with the overall supports from the university’s president. IQAD shall be managed by a Director who will oversee the day-to-day activities on behalf of the University and includes four officers .The IQAD supposed to watch the overall monitoring and evaluation of the proper implementation of HrU non-academic affairs (like ;support services, learning resources and facilities) policies, rules and regulations, procedures, guidelines and resource utilization generally.