National Council for Higher Education

Ensuring Quality for Excellence

SERVICE DELIVERY STANDARDS

2025/26 - 2029/30



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Ensuring Quality for Excellence

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2025/2026 - 2029/2030

July, 2025

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Cover Page: The Artistic Impression of the NCHE Main Building at Plot M834, Kigobe Road-Kyambogo

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List of acronyms

DLGs	District Local Governments
EOC	Equal Opportunities Commission
HEIs	Higher Education Institutions
ICT	Information Communication Technology
IPSAS	International Public Sector Accounting Standards
IMIS	Integrated Management Information System
IUCEA	Inter-University Council of East Africa
KPI	Key Performance Indicator
MDA	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MQF	Military Qualification Framework
NCHE	National Council for Higher Education
NDP	National Development Plan
OHS	Occupational Health and Safety
PFMA	Public Financial Management Act
QA	Quality Assurance
RPL	Recognition of Prior Learning
SDGs	Sustainable Development Goals
SDS	Service Delivery Standard
SP	Strategic Plan
STEI/M	Science, Technology, Innovation/Mathematics
TVET	Technical Vocational Education and Training
UHEQF	Uganda Higher Education Qualification Framework
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UOTIs	Higher Education Institutions and Other Tertiary Institutions

Foreword

The Vision of the National Council for Higher Education (NCHE) is to have a Uganda with quality, accessible, equitable, and transformative higher education. One of the major goals of NCHE is to ensure efficient and effective service delivery to our clients. In order to attain this, we commit ourselves to providing our clients with high-quality services.

The development of Service Delivery Standards is one such strategy meant to inform the general public about the services of NCHE and increasing public accountability. It therefore describes the Council's commitment to client service, building good will and strengthening client relations.

These Standards are a clear indication of NCHE's overall commitment to providing reliable and quality services in a transparent manner; aimed at enhancing public confidence and trust. The Standards are therefore a step towards ensuring a better understanding and promoting a positive relationship between the NCHE, its clients and all stakeholders.

The Standards have been developed in line with the NCHE strategic Plan 2025/26 - 2029/30, the provisions of the UOTIA, CAP 262, the National Development Plan (NDP) IV and Uganda's Vision 2040, which aims at transforming the Ugandan society from a peasant to a modern and prosperous country.

The Standards will guide us to continuously ensure quality service delivery to all our clients and as a tool to measure our effectiveness. Through these Standards, we commit to providing our clients with high-quality services, guided by our core values of Independence, Professionalism, Integrity, Accountability and Responsiveness. Our competent and proficient workforce will ensure that we honour our promise to all esteemed clients.



Professor Joy C. Kwesiga
Chairperson, NCHE

Acknowledgement

These Clients' Service Delivery Standards are the minimum level of expected services in terms of quality, quantity, processes, time and cost that National Council for Higher Education (NCHE) commits to deliver to its clients, or those that the clients should expect to receive. They are a social agreement between NCHE and its clients. They have been developed in line with the Public Service Reforms, which aim to provide knowledge and information to the public. They define the services and standards for delivery and lay avenues for feedback and complaint handling.

The Standards identify NCHE's areas of operation; define the responsibilities of management and staff; describe the rights and obligations of clients; and identify key actions that will enable the delivery of high-quality services to all NCHE stakeholders/clients, and the general public at large.

Section (A-n) 30 of the Uganda Public Service Standing Orders, 2021 requires all Ministries, Departments and Agencies (MDAs) to develop and publish service delivery standards with regard to the services they provide.

The Ministry of Public Service, under Notice No. 3 of 2011, directed all MDAs to develop, document, disseminate and implement the service delivery standards.

I wish to acknowledge the contribution of all NCHE staff in drafting these Standards. Without your invaluable contribution, this work would not have been possible.

I hope that these Standards will increase the capacity and knowledge of our clients to demand for services. In addition, the Standards will help ensure that NCHE provides services that are relevant, timely and efficient. We encourage you to provide feedback regarding our services, in order for the Standards to remain relevant and customer-focused.



Professor Mary J. N. Okwakol

EXECUTIVE DIRECTOR

Executive summary

The National Council for Higher Education (NCHE) is established by the Universities and Other Tertiary Institutions Act, Cap. 262 of the laws of Uganda. It began operating in January 2003. By the provisions of the Act, NCHE is mandated to regulate and guide the establishment of institutions of higher learning as well as ensure the delivery of quality and relevant education to all qualifying persons.

In response to the national agenda of public sector performance improvement, NCHE has developed a comprehensive Service Delivery Standards (SDS) guide, to enhance efficiency, transparency, and accountability in the execution of its mandate.

The NCHE Service Delivery Standard aims to provide clear benchmarks for the timely, effective, and transparent provision of regulatory, quality assurance, advisory, and support services to stakeholders in the higher education space. These standards promote consistency in service delivery, strengthen institutional performance, enhance stakeholder satisfaction, and align NCHE operations with national policy frameworks such as Vision 2040, the National Development Plan (NDPIV), and the Government of Uganda's public service reform agenda.

The NCHE Service Delivery Standards contribute to the achievement of NCHE's strategic objectives, which include:

i. To enhance quality assurance and compliance in Higher Education Institutions.

ii. To strengthen digital transformation within NCHE and Higher Education Institutions for regulation and management.

iii. To advance relevant research and innovation and strengthen usage of Higher Education statistics for regulation and policy.

iv. To strengthen corporate governance, institutional capacity and development at NCHE.

NCHE Service areas include: licensing and accreditation; quality assurance and compliance; monitoring and evaluation; complaints handling; recognition and equation; higher education qualification framework; technological infrastructure and Networks; research, innovation and statistics; governance, institutional capacity and development; gender and equity.

The implementation of the Service Delivery Standards is anchored in a strong governance framework led by the NCHE Council, which provides strategic oversight and policy direction. The Executive Director of NCHE oversees the day-to-day management and ensures operational alignment with the Council's directives.

The implementation of the SDS is guided by clear service benchmarks and timelines for each of the core functions; standardised procedures and workflow; continuous engagement with higher education institutions, professional bodies, students and other partners; and capacity-building initiatives to ensure staff possess the necessary competencies to meet the service expectations. The implementation is phased and supported by digital transformation initiatives.

The effective realisation of SDS relies on clearly defined roles of the internal and external stakeholders. A robust Monitoring and Evaluation (M&E) framework ensures that the Service Delivery Standards guide is effectively implemented and continuously improved.

1.0 Introduction

The National Council for Higher Education (NCHE) is established by the Higher Education Institutions and Other Tertiary Institutions Act, Cap. 262 of the laws of Uganda. It began operating in January 2003. By the provisions of the Act, NCHE is mandated to regulate and guide the establishment of institutions of higher learning as well as ensure the delivery of quality and relevant education to all qualifying persons.

In response to the national agenda of public sector performance improvement, NCHE has developed a comprehensive Service Delivery Standards (SDS) to enhance efficiency and effectiveness in service delivery and enable NCHE to keep pace with citizens' growing demands for accessible, adequate, high-quality, timely and cost-effective services. The absence of service delivery standards is a major risk for NCHE since performance can only be monitored and evaluated against agreed standards.

The NCHE Service Delivery Standards aim to provide clear benchmarks for the timely, effective, and transparent provision of regulatory, quality assurance, advisory, and support services to stakeholders in the higher education space. These standards promote consistency in service delivery, strengthen institutional performance, enhance stakeholder satisfaction, and align NCHE operations with national policy frameworks such as Vision 2040, the National Development Plan (NDPIV), and the Government of Uganda's public service reform agenda.

The National Council for Higher Education, as a service provider, has a legal and moral responsibility to deliver excellent services to the public in terms of time, quantity, quality, cost, and coverage. This requires NCHE to develop, document, disseminate, and implement Service Delivery Standards.

2.0 NCHE's mandate

National Council for Higher Education derives its mandate from the Universities and Other Tertiary Institutions Act, Cap. 262 of the laws of Uganda. Its core mandate is to:

i). Regulate and guide the establishment and management of Institutions of higher learning; and

ii). Equate professional and other qualifications as well as the award of degrees, diplomas, certificates and other awards by the different institutions.

The core functions of NCHE include the following:

i). Setting minimum standards for higher education;

ii). Accreditation of public and private institutions of higher education;

iii). Monitoring, evaluation and regulation of institutions of higher education;

iv). Register all higher education institutions established in accordance with the Act;

v). Equating and recognition of both foreign and local qualifications;

vi). Receiving and investigating complaints and taking appropriate action;

vii). Accrediting of programmes of study from institutions of higher education;

viii). Collecting, processing and dissemination of information on higher education;

ix). Advising the Minister on matters of Higher Education.

The NCHE service areas include:

i). Licensing and accrediting;

ii). Quality Assurance and compliance;

iii). Monitoring and Evaluation;

iv). Complaints Handling;

v). Recognition and Equation;

vi). Higher Education qualification framework;

vii). Technological infrastructure and Networks;

viii). Research, Innovation and Statistics;

ix). Governance, Institutional capacity and Development;

x). Gender and Equity.

3.0 Strategic objectives

The NCHE Service Delivery Standards contribute to the achievement of NCHE's strategic objectives which include:

i). To enhance quality assurance and compliance in Higher Education Institutions.

ii). To strengthen digital transformation within NCHE and Higher Education Institutions for regulation and management.

iii). To advance relevant research and innovation and strengthen usage of Higher Education statistics for regulation and policy.

iv). To strengthen corporate governance, institutional capacity and development at NCHE.

4.0 Governance and organizational structure

The implementation of the Service Delivery Standards is anchored in a strong governance framework led by the NCHE Council, which provides strategic oversight and policy direction. The Executive Director oversees the day-to-day management and ensures operational alignment with the Council's directives. The Executive Director is deputised by the Deputy Executive Director who supervises the three Directorates namely; Directorate of Quality Assurance and Accreditation; Directorate of ICT, Research and Innovation; and Directorate of Finance, Planning and Administration. The Directorates comprise of specialised departments and units responsible for Institutional Licensing; Programme Accreditation; Monitoring and Compliance; Standards, Recognition and Equation; Research and Innovation; Data Management and Statistics; ICT; Library and Documentation; Legal Services, Internal Audit; Planning and Development; Human Resource and Administration; Finance; Procurement and Disposal; Public Relations and Corporate Affairs. These units work collaboratively to uphold the standards set out in the service Delivery Standards, ensuring smooth and accountable service delivery.

5.0 Implementation of service delivery standards

National Council for Higher Education will document the Service Delivery Standards in the course of the delivery of the services and will be responsible for mainstreaming the standards in the strategic planning and budgeting, implementation and monitoring of service delivery.

The Ministry of Public Service will continue to provide technical and functional support to NCHE in the implementation of the Service Delivery Standards from time to time so as to build institutional capacity in adherence to the standards in the delivery of services.

The implementation of the Service Delivery Standards is guided by:

i). Clear service benchmarks and timelines for each core function, such as program accreditation, institutional licensing, monitoring of institutions, equation and recognition of qualifications, data management and statistics and stakeholder communication.

ii). Standardised procedures and workflows to guarantee consistency, fairness, transparency, and efficiency.

iii). Continuous engagement with higher education institutions, professional bodies, students and other development partners to ensure that service commitments remain relevant and responsive.

iv). Capacity building initiatives to ensure staff possess the necessary competencies to meet service expectations.

The implementation is phased and supported by digital transformation initiatives, including automation of accreditation processes and data-driven decision-making.

6.0 Roles and responsibilities of internal stakeholders

These are actors within NCHE directly responsible for implementing service delivery functions.

SN	Internal Stakeholders	Roles and Responsibilities
1.	NCHE Council	• Provides overall strategic direction and policy oversight. • Ensures adherence to national laws (UOTIA). • Approves service standards, regulations and major documents. • Monitors institutional performance and compliance.
2.	Office of the Executive Director	• Oversee daily operations and implementation of service delivery standards • Ensures coordination across departments. • Ensure timely reporting to Government (MoES). • Manages internal quality assurance and accountability processes.

3.	Directorate of Quality Assurance	• Review and develop standards for institutional and program accreditation. • Conduct quality audits and inspections of HEIs. • Monitor compliance with minimum standards and policies. • Handles registration and accreditation of institutions and academic programmes. • Verifies, recognizes and equates academic qualifications. • Ensures service standards for processing timelines and requirements
4.	Directorate ICT, Research & Innovation	• Manages the integrated management information system (IMIS). • Ensures timely collection, analysis, and dissemination of higher education statistics. • Supports ICT infrastructure for digital transformation
5.	Directorate Finance, Planning & Administration	• Ensures efficient resource allocation for service delivery. • Ensures compliance with financial and operational procedures.

7.0 Roles and responsibilities of external stakeholders

These are actors outside NCHE who interact with or support the delivery of NCHE's mandate.

SN	Internal Stakeholders	Roles and Responsibilities
1.	Ministry of Public Service	Technical support for review, development, documentation, dissemination, clearance for approval and application of service delivery standards, quality assurance, and compendium for Service Delivery Standards.
2.	National Planning Authority	To set standards for national and decentralised planning and to ensure that the strategic plans of NCHE are aligned.
3.	Ministry of Finance, Planning and Economic Development	Integration of service delivery standards into the program budgeting system, identify and provide funding for implementation of Service Delivery Standards activities for NCHE.

4.	Office of the Prime Minister	Integration of service delivery standards into the monitoring and evaluation framework, and to apply the Service Delivery Standards in the annual NCHE performance assessment.
5.	Ministry of Gender, Labour and Social Development	To ensure that issues of equity and social inclusion are mainstreamed in the Service Delivery Standards.
6.	Parliament	• Provides oversight and accountability. • Reviews NCHE performance reports and budget requests. • Supports legislative amendments affecting higher education regulation.
7.	Auditor General	Conduct financial and value for money audits in accordance with set standards.
8.	Ministry of Education and Sports	• Provide policy guidance, oversight, and coordination. • Ensures alignment of NCHE activities with national education priorities. • Supervise, monitor and evaluate the implementation of Service Delivery Standards activities at NCHE. • Supports NCHE through allocations and policy directives.
9.	Public and private Higher Education Institutions	• Comply with NCHE standards, regulations, and reporting requirements. • Submit new programmes for accreditation and new ones for review. • Implement NCHE recommendations for quality improvement. • Provide accurate data for IMIS. • Demand for quality service. • Provide feedback on the quality of service.
10.	Students and applicants	• Provide feedback on service quality. • Comply with academic and institutional regulations. • Participate in NCHE activities (tracer studies, career guidance, higher education exhibitions).

11.	Professional Regulatory Bodies	• Collaborate with NCHE on programme accreditation and standards. • Align curriculum requirements with professional standards. • Participate in institutional inspections.
12.	Employers	• Provide labour market data to inform curriculum relevance. • Participate in advisory boards, tracer studies, and curriculum reviews. • Offer internship and apprenticeship opportunities
13.	Development partners	• Support NCHE through technical assistance and capacity building. • Promote international best practices in quality assurance. • Fund research, ICT systems, and institutional strengthening activities. • Provide feedback on the quality services provided
14.	Other implementing partners (e.g., Private sector, media, civil society).	Carry out advocacy, support funding, monitoring and provide feedback on the effectiveness of implementation of service standards

8.0 Monitoring and Evaluation

A robust Monitoring and Evaluation (M&E) framework ensures that the Service Delivery Standard is effectively implemented and continuously improved. NCHE will conduct:

i) Routine performance monitoring of departments against set service targets and produce quarterly and annual performance reports.

ii) Periodic service delivery reviews and customer satisfaction assessments

iii) Compliance audit to identify gaps, delays, and improvement areas.

The National Council for Higher Education will track and report on the implementation of the Service Delivery Standards on a quarterly basis. The reports will be submitted to the Ministry of Public Service/ Office of the Prime Minister for assessment and consolidation into Annual Performance Reports.

9.0 Matrix of NCHE service delivery standards

The service delivery standards for NCHE specifies the service delivery objective, service description, standards (quantity, quality, cost, time, process, accessibility and Coverage), target beneficiaries, accessed criteria to obtain the service, inputs, user fee contribution by service recipients and responsible Centre/ service point as indicated in the Table 3:

Table 3: Service Delivery Standard for NCHE

Program Name: Human Capital Development								
Program Goal: A healthy, knowledgeable, skilled, ethical and productive population								
Vote Goal: Quality, Accessible, Equitable and transformative Higher Education.								
Programme Objective 2: To produce appropriate knowledgeable, skilled and ethical labour force (with strong emphasis on science and technology; STEI/STEM in higher education and TVET)								
Strategic Objective (SO:1): To Enhance Quality Assurance and Compliance in Higher Education Institutions								
Standards on Licensing and Accreditation of Higher Education Institutions.								
Output/ service description	**Key Performance Indicator (KPI)**	**Standards (quality, quality, cost, time, process, accessibility & coverage**	**Target Beneficiary**	**Access criteria to obtain the service**	**Methodology for providing service**	**Inputs**	**User fee contribution by service recipient**	**Responsible Centre/ service delivery points**
Licenses & Accreditations Processed & Issued	% of licenses processed within the stipulated time frame.	**Coverage**: 100% of complete licensing applications processed annually. **Process:** Acknowledge receipt within 5 working days; Assessment of application within 90 days; process applications within 6 months. **Quality:** Institutions meet statutory requirements under Articles 84, 85, 99, 100, 101 116,115 of the UOTIA Cap. 262. **Time:** At least quarterly	Prospective HEIs, Government, employers	Download application forms, fill & submit a physical copy of the application with statutory requirements under UOTIA Cap. 262	Review of application documents, site inspection, Due diligence & approval	Staff, ICT materials, Transport, Allowances, Stationery	Licensing fee as guided by Statutory Instrument No. 6 of 2019	Institutional Licensing & Accreditation Department

	% of accreditations processed within the stipulated time frame.	**Coverage**: 100% of complete Charter applications processed annually. **Process:** Acknowledge receipt within 5 working days; Assessment of application within 90 days; process applications within 6 months. **Quality:** Institutions meet statutory requirements under Articles 22, 29, 53, 81,104, of the UOTIA Cap. 262. **Time:** At least once quarterly.	HEIs, Government, Students, employers	Download application forms, fill & submit a physical copy of the application with statutory requirements under UOTIA Cap. 262	Review of application documents, site inspection, Due diligence & approval	Staff, ICT materials, Transport, Allowances, Stationery	Licensing fee as guided by Statutory Instrument No. 6 of 2019	Institutional Licensing & Accreditation Department
		Coverage: 100% of complete applications of Certificate of Classification & Registration processed annually. **Process:** Acknowledge receipt within 5 working days; Assessment of application within 90 days; process applications within 6 months. **Quality:** Institutions meet statutory requirements under Article 118 and 119 UOTIA Cap. 262. **Time:** At least once quarterly.	HEIs, Government, Students, employers	Download application forms, fill & submit a physical copy of the application with statutory requirements under UOTIA Cap. 262	Review of application documents, site inspection, Due diligence & approval	Staff, ICT materials, Transport, Allowances, Stationery	Licensing fee as guided by Statutory Instrument No. 6 of 2019	Institutional Licensing & Accreditation Department

		Coverage: 100% of complete applications for Campus/Branch/Center processed annually. **Process:** Acknowledge receipt within 5 working days; Assessment of application within 90 days; process applications within 6 months. **Quality:** Institutions meet statutory requirements under Articles 29 and 115 of the UOTIA Cap. 262. **Time:** At least once quarterly.	HEIs, Government, Students, employers	Download application forms, fill & submit a physical copy of the application with statutory requirements under UOTIA Cap. 262	Review of application documents, site inspection, Due diligence & approval	Staff, ICT materials, Transport, Allowances, Stationery	Licensing fee as guided by Statutory Instrument No. 6 of 2019	Institutional Licensing & Accreditation Department
Academic & Professional Programmes accredited	% of Academic & Professional Programmes accredited	**Coverage:** 100% of Complete Applications for Programme Accreditation. **Process:** Preliminary review feedback within 30 working days upon receipt of complete documents; accreditation decision within 6 months; reaccreditation every 5 years (12 months' notice). **Quality:** Benchmarked against NCHE minimum standards and Competence-Based Education & Training. **Time:** At least once quarterly	Higher Education Institutions, Students, Employers	Download application forms, fill & submit a physical copy of the application with statutory requirements under UOTIA Cap. 262	Desk Review, Expert peer review, Due diligence & approvals.	Subject experts, Staff, ICT materials, Transport, Allowances, Stationery	Licensing fee as guided by Statutory Instrument No. 6 of 2019	Programme Accreditation Department

Programmes Audited	% of programmes audited	**Coverage**: 100% of earmarked programmes for audit. **Process:** Systematic identification of programmes for audit in the fourth quarter of the preceding Financial Year. Develop an Audit Plan within 10 working days of Quarter One. Conduct the Programme Audit and present the Audit report within 60 working days for consideration. **Quality:** Audit conforms to the Programme Audit and Monitoring template. **Time:** At least quarterly.	Accredited HEIs, Students	Programmes must be running in accredited institutions	Periodic academic audits, review reports, feedback to institutions.	Audit teams, QA experts, checklists, logistics	None	Programme Accreditation Department
Capacity of HEI Managers & Staff strengthened	% of HEI Managers & Staff whose capacity has been strengthened	**Coverage**: 100% of the eligible participants. **Process:** Identification of capacity needs & Development of a capacity building plan within 10 working days in the planned quarter. Designing and implementing capacity building programmes within 30 working days. **Quality:** ≥85% participants demonstrate improved understanding of QA processes.	HEI leaders, Administrators, QA officers	Invitation, Nomination	Training, Coaching.	Participants, Trainers, Facilitators Stationery Venue Meals Allowances Transport ICT Materials	None/ cost sharing or training fee	All Departments

		Time: Bi-annual						
Standards for Quality Assurance and Compliance.								
Minimum Standard developed & reviewed	% of standards developed/reviewed for courses of study	**Coverage:** 100% of mandated minimum standards under NCHE mandate. **Process:** Needs assessment, gap analysis and benchmarking within 30 working days; drafting, consultations and validation within 30 working days; Approvals and dissemination within 90 days. **Quantity:** At least **2** new standards developed annually. **Quality:** Standards aligned with UOTIA Cap. 262, NCHE mandate, national, regional and international frameworks (IUCEA). **Time:** Development/ review within 12 months of initiation; review cycle conducted at least once every five years or as required.	HEIs, students, employers, Professional Bodies, Government	Free access through NCHE website/publications, and official communications	Conduct stakeholder consultation, drafting, validation and Council approval, dissemination and periodic review	QA experts, Subject matter specialists, Policy analysts, Legal experts, Facilitators, Staff, ICT materials, Stationery, Allowances, Transport	None	Standards, Equation & Recognition Department
	% of standards for governance & management of HEIs	**Coverage:** 100% of mandated minimum standards under NCHE mandate.	HEIs, students, employers, Professional Bodies, Government	Free access through NCHE website/publications, and official	Conduct stakeholder consultation, drafting, validation and	Staff, Legal experts, Facilitators, ICT materials,	None	Standards, Equation & Recognition Department

	developed/reviewed.	**Process:** Need assessment, gap analysis and benchmarking within 30 working days; drafting, consultations and validation within 30 working days; approvals and dissemination within 90 days. **Quantity:** At least 2 new standards developed/reviewed annually. **Quality:** Standards aligned with UOTIA Cap. 262, national, regional & international frameworks. **Time:** Development or review completed within 12 months of initiation; review cycle conducted at least once every five years or as required.		communications	Council approval	Stationery, Allowances, Transport		
Standards for Handling of Complaints Relating to Higher Education Institutions.								
Complaints related to HEIs investigated	% of complaints related to HEIs investigated and resolved within stipulated time	**Coverage:** 100% of complaints received against HEIs. **Process:** Receipt and registration of complaints within 5 working days; preliminary assessment, HEI visits & preparation of reports within 30 working days. Approvals, dissemination, and follow-	HEIs, Students, Staff, Parents, Employers, General Public	Formal complaint submitted through NCHE complaints handling channels	Complaints review, investigations, site visits where necessary, reporting, follow-up on recommendations	Staff, investigators, compliant management system	None	Audit, Monitoring & Compliance Department

		up on feedback within 90 working days. **Quality:** Investigations conducted in line with UOTIA Cap. 262, NCHE regulations and approved complaints handling procedures.						
Standards for Monitoring and Evaluating Higher Education Institutions.								
HEIs monitored	% of HEIs monitored within the stipulated period	**Coverage:** 100% of licensed and chartered HEIs monitored. **Process:** Development of an annual monitoring plan within 10 days at the start of every FY; notification of HEIs, monitoring visits and preparation of monitoring report within 45 working days; approvals and communication of findings/recommendations and follow-up within 90 days. **Quality**: Monitoring conducted in accordance with UOTIA Cap. 262, NCHE regulations, approved monitoring tools. **Time**: All licensed and chartered HEIs monitored at least once annually.	HEIs, Government, Students, Employers	All licensed and chartered HEIs subject to NCHE monitoring mandate	Field monitoring visits, document reviews, interviews, data analysis and reporting	Staff, Monitoring tools, Transport, Allowances, ICT materials, Stationery	None	Audit, Monitoring & Compliance Department

Monitoring and Evaluation checklists reviewed	% of Monitoring and Evaluation checklists reviewed and approved	**Coverage:** 100% Monitoring and Evaluation checklists under NCHE mandate. **Process:** Review, Identification of gaps and benchmarking with 10 working days; consultations, piloting and validation within 30 working days; approvals and dissemination within 90 days. **Quality:** Checklist aligned with UOTIA Cap. 262, NCHE quality assurance standards. **Time:** Checklist finalised within 6 months	HEIs, Government, QA officers	Checklist available to all institutions	Review, consultation, pilot testing, validation, approval and dissemination	Staff, specialists, ICT materials, Stationery, Allowances	None	Audit, Monitoring & Compliance Department
Monitoring and Compliance strategy reviewed	Monitoring and Compliance Strategy reviewed and implemented	**Coverage:** 100% of Monitoring and Compliance Strategy under NCHE mandate. **Process:** Gaps Assessment and benchmarking within 10 working days; consultations, drafting and validation within 30 working days; approvals, dissemination and sensitisation within 90 days. **Quality:** Strategy aligned with UOTIA Cap. 262, and national quality assurance frameworks.	NCHE, Government, HEIs	Publicly available document, both online and physical copy	Internal review, benchmarking, consultations	Strategy experts, Staff, ICT materials, Stationery, Allowances	None	Audit, Monitoring & Compliance Department

		Time: Review completed within 12 months of initiation; implementation tracked annually.						
Mapping exercise for HEIs undertaken	% of HEIs mapped and included in the NCHE database	**Coverage:** 100% of licensed and chartered HEIs mapped and documented. **Process:** Develop a mapping Action Plan within 10 days at the start of FY; identification of HEIs, analysis and reporting within 30 working days; approvals & dissemination of mapping results within 90 days. **Quantity:** Mapping database updated annually. **Quality:** Database verified for accuracy and completeness. **Time:** Annual HEI Mapping report published within 3 months of completion	Government, HEIs, Students, Employers, policy makers	NCHE mandate	GIS mapping, surveys, data collection	GIS experts, ICT tools, Survey teams, Transport, Allowances	None	Audit, Monitoring & Compliance Department
Standards for Recognition and Equation of Qualifications.								
Academic and Professional qualifications recognised and equated	% of academic and professional qualifications recognised and equated within stipulated time	**Coverage:** 100% of complete applications for recognition and equation. **Process:** Receipt & registration within 5 working days; verification of authenticity of qualifications and awarding institutions	Graduates, Employers, Professional Bodies, Government, Refugees, Humanitarian agencies	Submission of complete applications with required academic qualification & fees	Document verification, academic assessment, consultation, approval and issuance of recognition/equation letters	Academic evaluators, Databases, ICT system, refugee agencies, legal support, Stationery.	Recognition / equation fee as prescribed in Statutory Instrument No. 6 of 2019	Standards, Equation and Recognition Department

		completed within 10 working days (if no external verification is required) & within 30 working days if verification from foreign institutions or agency is required (depending on response). **Quality:** Recognition /equation decisions benchmarked to UHEQF. **Time:** Decision communicated within 30 days and recognition /equation letter issued 15 working days after completion of verification.						
Standards for Higher Education Qualifications Framework.								
Higher Education Qualification Framework (HEQF) Reviewed.	% Completion of Higher Education Qualifications Framework reviewed	**Coverage:** 100% of the Higher Education Qualifications Framework review conducted per review cycle. **Process:** Assessment/ alignment and benchmarking within 30 working days; Stakeholder consultations, drafting and validation within 45 working days; approvals, publication and dissemination within 90 days. **Quantity:** UHEQF reviews conducted within a 5-year cycle.	HEIs, Students, Employers, Professional bodies	Framework is publicly available in hard and soft copies through official NCHE platforms	Technical review, benchmarking, stakeholder consultations, validation, approval and dissemination	Qualification framework specialists, Policy analysts, Legal experts, Facilitators, Staff, ICT materials, Stationery, Allowances	None	Standards, Equations and Recognition Department

		Quality: Framework aligned to regional/global qualification framework. **Time:** Updated framework published within 12 months of initiation.						
Military Qualification Framework reviewed	% Completion of Military Qualifications Framework (MQF) review	**Coverage:** 100% of the Military Qualification Framework reviewed. **Process**: Assessment/ alignment and benchmarking within 30 working days; Stakeholder consultations, drafting and validation within 45 working days; approvals, publication and dissemination within 90 days. **Quantity:** MQF reviewed every 5 years **Quality:** Framework aligned with UHEQF and regional military standards. **Time:** Updated framework issued within 12 months of initiation.	Military Institutions, Officers, Employers, Government	Framework publicly available in hard and soft copy through official NCHE platforms	Technical review, benchmarking, stakeholder consultations, validation, approval and dissemination	Military experts, QA analysts, consultants	None	Standards, Equations and Recognition Department
Recognition of Prior Learning (RPL) framework developed.	Approved Recognition of Prior Learning (RPL) Policy and Implementation Framework	**Coverage:** 100% of Recognition of Prior Learning Policy and Implementation framework developed and validated. **Process:** Situation/ needs assessment within 10 working days;	Adult learners, non-formal and informal education graduates, Employers, HEIs	Submission of evidence of prior learning in accordance with approved RPL guidelines	Consultations, policy drafting, pilot implementation, validation, approval and dissemination	Policy experts, RPL assessors, workshops, Facilitators, Staff, ICT materials,	None for policy; possible fees for assessment	Standards, Equations and Recognition Department

		benchmarking against UNESCO, regional, international guidelines & stakeholder consultations within 30 working days; drafting of RPL policy and implementation guidelines; pilot testing with selected institutions & validation within 45 working days; approvals and dissemination within 90 working days. **Quantity:** RPL policy and implementation framework developed and piloted. **Time:** Policy issued within 12 months				Stationery, Allowances		
Career guidance services delivered	% of targeted beneficiaries who received career guidance services	**Coverage:** 100% of learners who attend NCHE career guidance sessions. **Process:** Identification of target learner groups, development of career guidance content within 30 working days; coordination and delivery of career guidance sessions within 10 working days dissemination of career information materials, collection of participant feedback within 10 working days. **Quantity:** At least 2 career guidance events annually.	HEIs, Students, Government, employers	As per NCHE guidelines or application procedures	Career talks, exhibitions, workshops, online advisory sessions and dissemination of guidance materials	NCHE staff, Career guidance experts, ICT platforms, Information materials, Facilitation	May apply depending on service	Standards, Equations and Recognition Department

		Quality: ≥80% of participants report understanding and improved career choices. **Time:** Online career advisory services updated quarterly.						
Strategic Objective (SO) 2: To strengthen Digital Transformation within NCHE and HEIs for Regulation.								
Standards for Strengthening Technology Infrastructure								
ICT infrastructure maintained, upgraded	% of functional ICT maintained and upgraded infrastructure	**Coverage:** 100% of NCHE ICT infrastructure maintained and upgraded. **Process:** ICT needs assessment conducted 45 days before the end of the FY; preventive and corrective maintenance within 90 days (as planned in Annual workplan & budget). **Quantity:** All ICT equipment, systems and software maintained and upgraded annually. **Time:** ICT maintenance report issued within 30 days of completion.	NCHE, HEIs, ICT staff	Internal request and approval by NCHE management	On-site assessment, system maintenance, upgrades, testing and reporting	ICT experts, ICT staff, logistics	None	Information Communication and Technology Department
ICT infrastructure audit conducted and reported	% of ICT infrastructure audited	**Coverage:** 100% of NCHE ICT infrastructure audited. **Process:** Development of ToRs for consultancy	NCHE, HEIs, ICT staff	Internal request and authorisation by NCHE management	On-site assessment, system review, testing,	ICT auditors, ICT experts, Audit tools, ICT	None	Information Communication and Technology Department

		services within 10 working days at the start of FY; Assessment of ICT systems within 30 days; preparation Submission of audit report within 10 working days after completion; approvals and implementation of recommendations within 90 days. **Quality:** Audit conducted in line with approved ICT audit standards, NCHE ICT policy and national ICT governance frameworks. **Time:** ICT audit conducted every 24 months.			analysis and reporting	systems, Logistics		
Network connectivity enhanced and maintained	Network uptime logs and user satisfaction levels	**Coverage:** 100% network coverage within NCHE offices. **Process:** Network needs assessment; bandwidth planning within 30 days; installation and configuration within 30 days after needs assessment; monitoring of network performance, troubleshooting and fault resolution within 90 days; testing, optimisation, documentation and reporting within 90 days. **Quality:** Maintain 100% network coverage within NCHE offices and ensure	NCHE, HEIs, ICT staff	Internal request and authorisation by NCHE management	Network assessment, configuration, monitoring, maintenance and reporting	ICT experts, ICT Staff, Network equipment, Monitoring tools, logistics	None	Information Communication and Technology Department

		minimum 95% internet uptime annually. **Time:** Network performance monitored continuously; network performance report generated quarterly.						
HEIs digital capacity built and strengthened	Digital capacity building trainings conducted	**Coverage:** 100% of HEIs capacity strengthened. **Process:** Identification of digital skills gaps & development of training content within 10 days in the planned quarter; nomination/registration and delivery of training sessions within 30 days (physical and/or virtual); assessment of learning outcomes, documentation and reporting within 10 days after the training. **Quality**: ≥85% of participants demonstrate improved understanding and application of digital tools and systems. **Time:** At least 2 training sessions annually	NCHE staff, HEIs	Nomination/ registration of staff	Workshop, training sessions, refresher courses, online learning	Trainers, training modules, training materials, ICT platform, Venues, Facilitation	None	Information Communication and Technology Department
NCHE website upgraded, maintained and operational	NCHE website upgraded and functional	**Coverage:** Public access to NCHE website. **Process:** Website design, content review and needs assessment within 10 days of the planned quarter; system development and	NCHE, HEIs, Students, General Public	Public access through official NCHE website	Website redesign, testing, deployment, hosting, content management	Web developer, ICT infrastructure, Content managers, financial resources	None	Information Communication and Technology Department

		testing; integration of online services and information; user acceptance testing within 30 days; deployment and hosting within 10 days after acceptance testing; continuous updates and maintenance annually. **Quantity:** At least once annually. **Quality:** 24/5 access to accurate, up-to-date information and online services; website accessible across multiple devices. **Time:** Website upgrade conducted at least once annually; continuous updates throughout the year.			and maintenance			
Integrated Management Information System (IMIS) designed, developed and operational	Functional IMIS in place	**Coverage:** All NCHE core and support functions integrated and accessible to authorised users. **Process:** Needs assessment within 30 working days; System development & integration within 120 working days; Testing & user validation within 30 working days; Deployment & user training within 30 working days; Support & performance reporting quarterly.	NCHE staff, HEIs	Authorised internal NCHE users and HEIs with system access credentials	System design, development, testing, deployment, training and ongoing support	Software developers, ICT equipment, Servers, Licenses, Training materials, Budget	None	Information Communication and Technology Department

		Quantity: One fully integrated IMIS with all functional modules operational. **Quality:** Secure, reliable system with accurate data and at least 95% uptime. **Time:** IMIS fully operational within 6 months of initiation.						
Strategic Objective (SO) 3: To advice Relevant Research & Innovation and usage of HE Statistics for Regulation and Policy.								
Standards for Research, Innovation and HE Statistics.								
Research partnerships with key stakeholders established	% of research partnerships and MOUs established	**Coverage:** 100% of national, regional and international higher education and research stakeholders. **Process:** Priority areas identification within 10 working days; Partner mapping and engagement within 15 working days; Concept development and negotiations within 30 working days; MoU drafting and approvals within 20 working days; Signing and implementation monitoring quarterly. **Quantity:** At least 3 formal research partnership MoUs established annually.	NCHE, Research institutions, HEIs, Education partners	Formal engagement and mutual agreement between NCHE and partner institutions	Stakeholder engagement, meetings, drafting and signing of MoUs, implementation and follow-up	Technical experts, Staff, Legal support, ICT platforms, Facilitators, budget	None	Research & Innovation Department

		Quality: Partnerships aligned to NCHE mandate, research priorities and national policy objectives. **Time:** Each research partnership is finalised within 3 months of initiation.						
Emerging issues from ICT, Research & Innovation published in reputable journals	Proportion of emerging issues from conference proceedings published	**Coverage:** 100% of the emerging issues published. **Process:** Identification of emerging issues within 14 working days; Call for papers and concept development within 10 working days; Research and paper development within 30 working days; Peer review and editing within 45 working days; Publish and disseminate within 90 working days. **Quantity**: At least one peer-reviewed journal issue or conference proceeding published annually. **Quality:** Peer-reviewed, policy-relevant and aligned to NCHE research priorities. **Time:** Published within 3 months	NCHE, HEIs, Researchers, Academia, policy makers	Free access through NCHE website and publications; physical copies where applicable	Research, peer review, editing, printing, dissemination	Researchers, Peer reviewers, Editors, ICT systems, Publishing resources, Funds	None	Research & Innovation Department
Annual Higher Education	Representation rate (%)	**Coverage:** 100% representation from public and private universities.	NCHE, HEIs, Researchers, Academia, Private	Invitation, registration and submission of	Conference presentations, panel discussions,	Researchers, Presenters, Conference	None	Research & Innovation Department

Conference organised		**Process:** Conference theme identification within 10 working days; Planning and budgeting within 30 working days; Call for papers and stakeholder engagement within 30 working days; Peer review and conference delivery within 45 working days; publish and disseminate conference proceeding within 30 working days. **Quantity:** At least one conference organised annually. **Quality:** Conference theme aligned to national higher education priorities and NCHE strategic objectives. **Time:** Conference conducted annually with proceedings published within one month after the event.	Sector, Higher Education Partners	papers in line with conference guidelines	peer review and publication of proceedings	organisers, ICT platforms, Venue, Facilitation		
Annual Higher Education Exhibitions organised	% of exhibitors participating	**Coverage:** 100% of exhibitors from HEIs. **Process:** Exhibition theme identification within 10 working days; Planning and budgeting within 30 working days; Stakeholder mobilisation and registration within 90 working days; Exhibition delivery within 3 working days; Documentation and	HEIs, students, Secondary School students, Public, Government,	Invitation, registration and booking of exhibition stalls in line with NCHE guidelines	Exhibitions, demonstrations, career information sharing and stakeholder engagement	Exhibition materials, Advertising in both print and electronic media, funds	Exhibition materials, Advertising (print and electronic media), Logistics, Facilitation	Library & Documentation Department

		reporting within 10 working days. **Quantity:** At least one exhibition annually. **Quality:** Exhibition aligned to theme and HE priorities. **Time:** Exhibition organised in quarter three (Q3) of the FY, annually.						
Grant proposals developed and submitted	Grants proposal success rate (%)	**Coverage:** 100% of the proposal meeting donor compliance requirements at first submission. **Process:** Identification of funding opportunities within 10 working days; Concept development and needs assessment within 30 working days; Proposal drafting and budgeting within 30 working days; Internal review and approvals within 10 working days; Submission and follow-up within 10 working days. **Quantity:** At least one proposal annually **Quality:** Grants proposal aligned to NCHE mandate & priorities and donor requirements.	HEIs, NCHE, Research Institutions, MDAs	Submission of concept note or request for proposal from funding agencies	Identification of funding calls, proposal development, review and submission	Staff, ICT platforms, Stationery Facilitation for the team	None	Research & Innovation Department

		Time: Proposal finalised and submitted within 3 months of initiation.						
Research capacity-building seminars conducted	% of participants with improved research knowledge & skills	**Coverage:** 100% of the participants reporting improved research skills. **Process:** Identification of research capacity gaps within 10 working days; Development of seminar content within 30 working days; Participant nomination and registration within 10 working days; Seminar delivery within 1-3 working days; Documentation and reporting within 10 working days. **Quantity:** At least 1 seminar annually. **Quality:** ≥85% of the participants demonstrate improved knowledge in research guidelines **Time:** Seminar report produced within 10 working days after delivery.	NCHE, Researchers, HEIs	Nomination or registration of participants in line with NCHE guidelines	Training sessions, workshops, seminars and refresher courses	Trainers, Training materials, ICT platforms, Venues, Facilitation	None	Research & Innovation Department
NCHE Research Policy reviewed, updated and approved	Research Policy review completed	**Coverage:** 100% of the NCHE Research Policy review completed. **Process:** Policy review and gap assessment within 10 working days; Benchmarking and stakeholder consultations within 30 working days;	NCHE, HEIs	Periodic reviews	Internal review, benchmarking, consultations	Research experts, RI staff, workshops, stakeholder forum, funds	None	Research & Innovation Department

		Drafting and revision of policy within 30 working days; Validation and approvals within 90 working days; Dissemination and implementation planning within 30 working days. **Quantity:** One comprehensive Research Policy review conducted per review cycle. **Quality:** Policy aligned to national, regional and international research standards. **Time:** Policy review completed within 6 months of initiation.						
Collaborative funding opportunities identified and pursued	Number of collaborative funding opportunities created.	**Coverage:** National, regional and international funding partners **Process:** Identification of collaborative funding opportunities within 10 working days; Partner engagement and concept development within 30 working days; Joint proposal drafting and alignment within 30 working days; Internal review and approvals within 10 working days; Submission and follow-up within 30 working days.	NCHE, HEIs, Research Institutions, Development Partners	Submission of concept note or response to funding calls	Identification of funding opportunities, proposal development, coordination and submission	Technical experts, Staff, Partner institutions, ICT platforms, Facilitation	None	Research & Innovation Department

		Quantity: At least one collaborative funding opportunity pursued annually. **Quality:** Funding opportunity aligned to NCHE mandate, strategic priorities and partner objectives. **Time:** Collaborative funding proposal finalised within 3 months of initiation.						
Research-Industry collaboration platforms established and operational	Number of Research-Industry collaboration platforms established	**Coverage:** National and regional research and industry stakeholders. **Process:** Identification of priority research-industry needs within 10 working days; Partner engagement and platform design within 30 working days; Planning and organisation of collaboration activities within 30 working days; Platform launch and operationalisation within 30 working days; Documentation and follow-up within 10 working days. **Quantity**: At least one Research-Industry collaboration platform established annually. **Quality:** Platforms aligned with national innovation priorities and promote	NCHE, Industry, Researchers, Students, HEIs.	Participation through invitation, registration and submission of abstracts or concepts	Conferences, workshops, panel discussions, networking sessions and dissemination of outcomes	Research experts, Industry experts, Facilitators, ICT platforms, Venues, Logistics.	None	Research & Innovation Department

		applied research, technology transfer and employability. **Time:** Research-industry collaboration platform established and operational within three months of initiation.						
State of Higher Education Survey conducted and published	State of Higher Education Survey report published	**Coverage:** 100% of Licensed & accredited HEIs. **Process:** Survey framework and tools development within 30 working days; Data collection from HEIs within 60 working days; Data validation and analysis within 30 working days; Report drafting and approvals within 60 working days; Publication and dissemination within 30 working days. **Quantity:** At least one survey published annually. **Quality:** Survey aligned with NCHE mandate, national education policy priorities and international higher education data standards. **Time:** Survey conducted annually; report published within 6 months after the end of the academic year.	NCHE, HEIs, Policy makers, Researchers, Government	Provision of required data by HEIs in line with NCHE data collection guidelines	Data Surveys, data collection, analysis, report writing and dissemination	Staff, ICT tools, Tablets/Laptops, Funding	None	Data Management and Statistics Department
Tracer studies conducted	Tracer study reports published	**Coverage:** Graduates from earmarked programmes from accredited HEIs.	NCHE, policy makers/ planners,	Participation of graduates and employers in	Surveys, interviews, data	Data Management Officers,	None	Data Management

and reports published		**Process:** Tracer study design and tool development within 30 working days; Identification of target cohorts within 10 working days; Data collection from graduates and employers within 30 working days; Data validation and analysis within 30 working days; Report drafting, approval and dissemination within 90 working days. **Quantity:** At least one tracer study conducted and published annually. **Quality:** Tracer studies aligned with labour market needs, curriculum relevance assessment and national higher education policy priorities. **Time:** Report produced within 6 months after completion of the study.	HEIs, employers	tracer study surveys	collection, analysis, report writing and dissemination	Subject experts, ICT tools, Tablets/Laptops, Funding		and Statistics Department
Unit Cost studies conducted and reports published	Unit Cost study reports published	**Coverage:** Selected programmes and institutions under NCHE mandate. **Process:** Methodology development and scoping within 30 working days; Identification of programmes and institutions within 10 working days; Data	NCHE, policy makers/ planners, HEIs, employers	Provision of required cost and financial data by HEIs in line with NCHE guidelines	Data collection, analysis, costing, report writing and dissemination	Data Management Officers, Subject experts, Industry experts, ICT tools, Tablets/Laptops, Funding	None	Data Management and Statistics Department

		collection on cost components within 30 working days; Data validation and cost analysis within 30 working days; Report drafting, approval and dissemination within 90 working days. **Quantity:** At least one Unit Cost study conducted and published every two years. **Quality:** The study reflects the actual cost of providing higher education per programme under study. **Time:** The report published within **6 months** after completion of the study.						
Capacity building training in data management for technical officers conducted	Number of data management capacity building trainings conducted	**Coverage:** NCHE technical officers. **Process:** Identification of data management skills gaps within 10 working days; Development of training content within 30 working days; Participant nomination and registration within 10 working days; Training delivery and practical sessions within 30 working days; Documentation and reporting within 10 working days. **Quantity**: At least one training annually.	NCHE Technical staff	Nomination/ registration by HOD Data Management & Statistics	Workshops, mentorship, online learning, certification	Trainers, training modules, ICT platform	None	Data Management and Statistics Department

		Quality: ≥85% participants demonstrate improved understanding of data management processes and tools. **Time:** Training scheduled annually on NCHE calendar.						
Strategic Objective (SO) 4: To Strengthen Governance, Institutional Capacity and Development at NCHE.								
Standards for Governance, Institutional Capacity and Development								
Regulations developed, reviewed and approved	Number of regulations developed/ reviewed	**Coverage:** All regulatory areas under NCHE mandate. **Process:** Identification of regulatory gaps and emerging issues within 10 working days; Legal analysis and benchmarking within 30 working days; Drafting and stakeholder consultations within 30 working days; Validation and approvals within 10 working days; Gazettement and dissemination within 30 working days. **Quantity:** At least 8 new or reviewed regulations developed for emerging academic areas annually. **Quality:** Regulations aligned with UOTIA Cap. 262, national laws,	HEIs, Students, Employers, Professional bodies, Government, Public	Stakeholder participation and consultations	Legal drafting, consultations, validation, approval, gazettement and dissemination	Legal officers, QA officers, Subject specialists, Policy analysts, Facilitators, Funding	None	Legal Services Department

		government policies and NCHE mandate. **Time:** Development or review completed within 12 months of initiation						
Licensed and accredited Higher Education Institutions gazetted	% of licensed and accredited HEIs gazetted	**Coverage:** 100% of newly licensed and accredited HEIs. **Process:** Confirmation of licensing and accreditation decisions within 10 working days; Preparation of gazettement submissions within 30 working days; Submission to the Uganda Gazette within 10 working days; Verification of publication and documentation within 10 working days; Dissemination of gazette information within 30 working days. **Quality:** Gazettement conducted in compliance with UOTIA Cap. 262 and national gazettement procedures. **Time:** Gazettement completed within the statutory timelines after licensing or accreditation approval.	HEIs, Students, Employers, Government, Public	Visit NCHE official website, physical file	Publish in Uganda Gazette and disseminate through NCHE platforms.	Legal officers, admin. staff, Gazette publication processes	None	Legal Services Department
Legal advisory services provided to NCHE	% of litigation cases arising from legal advice provided	**Coverage:** All legal advisory needs of NCHE. **Process:** Receipt and registration of advisory	NCHE, staff	Internally from the legal department or externally from the Solicitor	Provide legal advisory services on contractual matters,	Legal officers, Legal experts, Funding	May apply depending on the service	Legal Services Department

		request within 5 working days; Legal analysis and research within 10 working days; Drafting and issuance of legal opinion within 10 working days; Review of contracts and instruments within 30 working days; Documentation and follow-up within 10 working days. **Quality:** Legal advice compliant with applicable laws, government policies and NCHE mandate; **Quantity:** ≤10% litigation cases arising from legal advice provided. **Time:** Legal advisory services provided within the statutory or agreed timelines		General Chambers, Law Council, or private firms	regulatory and compliance issues			
Collaborations with national, regional and international bodies initiated and maintained	Number of collaborations with national, regional and international bodies	**Coverage:** National, regional and international partner institutions and bodies. **Process:** Identification of collaboration areas within 10 working days; Partner mapping and engagement within 30 working days; Negotiation and drafting of MoUs within 30 working days; Review and approvals within 90 working days; Signing and implementation monitoring within 10 working days.	NCHE, IUCEA, Commissions / Councils of EA Partner States, international bodies.	Formal engagement and mutual agreement between NCHE and partner institutions	Physical and virtual engagements, meetings, drafting and signing of MoUs, implementation and follow-up	Technical experts, Legal support, ICT platforms, Facilitation	None	Office of Executive Director

		Quantity: At least four new collaborations initiated annually. **Quality:** Collaboration aligned to national, regional and international priorities and standards. **Time:** MoUs finalised within three months of initiation of the collaboration.						
Institutional policies and manuals developed, reviewed, approved and implemented	Number of institutional policies and manuals developed, reviewed and approved	**Coverage:** All institutional policies and manuals under NCHE mandate. **Process:** Identification of policy gaps and review needs within 10 working days; Benchmarking and stakeholder consultations within 30 working days; Drafting and revision of policy or manual within 30 working days; Validation and approvals within 90 working days; Dissemination and implementation planning within 10 working days. **Quantity:** At least one institutional policy or manual developed or reviewed annually. **Quality:** Policies and manuals aligned with NCHE mandate, strategic objectives, public service	NCHE, staff HEIs	Policies and manuals available to all staff and institutions in hard and soft copy and on the NCHE website	Stakeholder consultations, drafting, validation workshops, approval, dissemination and implementation	Policy experts, Legal experts, Facilitators, Staff, ICT materials, Stationery, Funding	None	Office of Executive Director

		regulations and best practices. **Time:** Completed within one year of initiation.						
Council and Management functions facilitated and supported	Number of Council and Management sittings facilitated	**Coverage:** All Council meetings/sittings. **Process:** Preparation and circulation of meeting schedules and agendas within 10 working days; Compilation and circulation of documentation within 10 working days; Confirmation and approval of minutes within 10 working days; Follow-up on resolutions and reporting within 10 working days. **Quantity:** At least 4 Council sittings, 16 committee sittings, and 12 Management Sittings annually. **Quality:** Council business processed through management and committees. **Time:** Management meetings are scheduled monthly, while committees and Council meet quarterly.	NCHE, staff, HEIs	Invitation both physical and via emails	Agenda setting, preparation, facilitation, decision making and approval	Council sitting allowances, Secretariat support, Meeting logistics	None	Office of Executive Director
Capacity-building initiatives for	Number of Council members	**Coverage:** NCHE Council members.	Council member, NCHE	Invitation both physical and via emails	Training sessions, workshops, seminars and	Trainers/facilitators, Training materials,	None	Office of Executive Director

Council conducted	that participated	**Process:** Identification of Council capacity gaps within 10 working days; Development of training content and programme within 30 working days; Engagement of facilitators and scheduling within 10 working days; Delivery of capacity-building sessions within 30 working days; Documentation and reporting within 10 working days. **Quantity:** At least once annually. **Quality**: ≥90% of Council members gain more knowledge and understanding of corporate governance and regulatory oversight. **Time:** Training scheduled annually on NCHE calendar.			refresher courses	Venues, Facilitation		
Internal assurance audits conducted and reported	Number of internal quality assurance audits undertaken	**Coverage:** All NCHE departments, units and key processes. **Process:** Development of annual internal audit plan within 30 working days; Issuance of audit engagement letters within 10 working days; Audit execution and evidence collection within 30 working days; Analysis and validation of audit findings	Council, Management and Office of the Internal Auditor General.	Issuance of engagement letters and access to audit information	Develop engagement plans and follow them throughout the engagement.	Audit officers, Audit tools and templates, ICT equipment, Stationery	None	Internal Audit & Risk Management Department

		within 10 working days; Audit report preparation and submission within 10 working days. **Quantity:** At least 8 audits annually. **Quality:** Audit findings validated by Audit and Risk committee of Council. **Time:** Audit report issued within 3 months after review.						
Follow-up compliance audits conducted and reported	Number of follow-up compliance audits undertaken	**Coverage:** All NCHE departments, units and HEIs with prior audit findings. **Process:** Review of previous audit recommendations within 10 working days; Development of follow-up audit plan within 10 working days; Issuance of engagement letters within 10 working days; Verification of compliance and evidence collection within 30 working days; Report preparation and submission within 10 working days. **Quality:** Follow-up audits confirm implementation status in line with approved internal audit standards. **Quantity:** At least 4 compliance audits annually.	Council, Management and Office of the Internal Auditor General.	Issuance of engagement letters and access to compliance evidence	Development of engagement plans and follow-up	Audit officers, Audit tools and templates, ICT equipment, Transport, Stationery	None	Internal Audit & Risk Management Department

		Time: Follow-up compliance audit reports issued within 3 months after commencement of each audit.						
Annual institutional risk assessment conducted and reported	Number of Annual Risk Assessments conducted	**Coverage:** All NCHE Directorates, Departments and Units **Process:** Identification of strategic and operational risks within 10 working days; Risk assessment and scoring within 30 working days; Updating of risk registers and mitigation measures within 30 working days; Preparation and validation of risk assessment report within 30 working days; Dissemination and monitoring of risks within 30 working days. **Quality:** Aligned to NCHE Risk Management Framework and policy, Public Finance Management Act (PFMA) and approved internal control systems. **Time:** At least one risk assessment annually.	Council, Management , Staff	Notifications to Heads of Departments and Risk Champions	Engage all Departmental Risk Champions to update risk registers	Audit officers, Risk assessment tools and templates, ICT equipment, Stationery	None	Internal Audit & Risk Management Department
Training for Committees of Council, Management and staff conducted	Number of training sessions for committee, Council and staff conducted	**Coverage:** Council Committees, Management and Staff. **Process:** Identification of training needs within 10 working days; Development of training content and programme within 30	Council Committees Management Staff	Nomination / invitation	Workshops, mentorship, online learning, certification	Trainers, Training materials, ICT platforms, Venues, Facilitation	None	Internal Audit & Risk Management Department

		working days; Nomination and registration of participants within 10 working days; Training delivery and practical sessions within 5 working days; Documentation and reporting within 10 working days. **Quality:** ≥85% participants gain more knowledge and understanding of audit processes. **Time:** At least 1 training annually.						
Public Relations (PR) policies developed, reviewed and approved	Number of PR policies developed and reviewed	**Coverage:** All Public Relations policy areas under NCHE mandate. **Process:** Identification of communication and policy gaps within 10 working days; Benchmarking and stakeholder consultations within 30 working days; Drafting and revision of PR policy within 30 working days; Validation and approvals within 90 working days; Dissemination and implementation planning within 30 working days. **Quantity:** At least one PR policy developed or reviewed biennially. **Quality:** PR policies aligned with national laws, government communication guidelines and NCHE goals.	NCHE staff, Management ,Council	Physical distribution, website download, email submission	Stakeholder consultation, drafting, validation workshops, approval, dissemination and implementation	PR experts, Policy analysts, Legal experts, Facilitators, Funding	None	Public Relations & Corporate Affairs Unit

		Time: Completed within one year of initiation.						
Adverts and publicity materials published/disseminated	Number of adverts and publicity materials published	**Coverage:** National audience and higher education stakeholders. **Process:** Identification of communication needs **Quantity:** At least 5 adverts annually. **Quality:** Adverts and publicity materials accurate, timely, compliant with government communication guidelines and aligned with NCHE mandate **Time:** Adverts and publicity materials published as per the communication plan and institutional needs	HEIs, NCHE, Public	Publication through approved print and electronic media platforms	Preparation, approval, publication and dissemination of adverts and publicity materials	PR officers, Media platforms, Design tools, Facilitation	None	Public Relations & Corporate Affairs Unit
Media engagements conducted and managed	Number of media engagements held	**Coverage:** National and regional media platforms **Process:** Identification of key communication messages within 5 working days; Planning and scheduling of media engagements within 5 working days; Preparation and approval of press materials within 5 working days; Execution of media engagements within 5 working days; Documentation and reporting within 10 working days. **Quantity:** At least 6 media engagements annually. **Quality:** ≥90% of media engagements enhance	Media HEIs Public	Engagement through approved media platforms and official NCHE communication channels	Press conferences, media briefings, interviews, talk shows and social media engagements	PR officers, Media houses, Communication materials, Facilitation	None	Public Relations & Corporate Affairs Unit

		NCHE visibility, accuracy of information and public awareness. **Time:** Media engagements conducted as per the communication plan and institutional needs						
Information, Education and Communication (IEC) materials developed and disseminated	Number of IEC materials developed & disseminated	**Coverage:** National and higher education stakeholders **Process:** Identification of IEC needs within 10 working days; Development and design of IEC content within 30 working days; Review and approvals within 10 working days; Production and dissemination within 30 working days; Documentation and reporting within 10 working days. **Quantity**: At least 2,000 IEC materials developed and disseminated annually. **Quality:** IEC materials accurate, user-friendly, accessible and aligned with NCHE mandate and public communication standards **Time:** IEC materials developed and disseminated annually	NCHE HEIs Public	Physical distribution, website download	Development, production, distribution and dissemination of IEC materials	PR officers, Procurement, Designers, Printing services, ICT platforms, Facilitation	None	Public Relations & Corporate Affairs Unit
Corporate Social Responsibility initiatives promoted and implemented	Number of Corporate Social Responsibility (CSR) activities conducted	**Coverage:** Communities and stakeholders within NCHE areas of operation **Process:** Identification of CSR priority areas within 10 working days; Planning and resource mobilisation within 30 working days; Selection	General Public, Communities, Stakeholders	Identification/ nomination of the beneficiaries	Community engagement, outreach activities and support initiatives	CSR activity resources, Staff, Logistics, Facilitation	None	Public Relations & Corporate Affairs Unit

		of beneficiary communities within 10 working days; Implementation of CSR activities within 30 working days; Documentation and reporting within 10 working days. **Quantity:** At least one CRS activity annually. **Quality:** CSR activities aligned with NCHE mandate, national development priorities and social responsibility best practices.						
Policy briefs on critical higher education matters prepared and submitted	Number of policy briefs prepared and submitted during the reporting period	**Coverage:** National higher education policy and decision-making stakeholders **Process:** Identification of critical higher education issues within 30 working days; Evidence gathering and analysis within 30 working days; Drafting of policy brief within 30 working days; Internal review and approvals within 10 working days; Submission and dissemination within 10 working days. **Quantity:** At least one policy brief submitted annually **Quality:** Aligned to NCHE and national HE priorities. **Time:** The brief finalised within 3 months of initiation.	MoES, NCHE, HEIs, Government	Submission of the policy brief in both hard and soft copies	Issue analysis, drafting, validation, approval and submission	Policy analysts, Technical experts, Research support, Facilitation	None	Office of Executive Director

Structured engagements with Government initiated and conducted	Number of planned structured Government engagements conducted	**Coverage:** Government Ministries, Departments and Agencies relevant to higher education **Process:** Identification of priority engagement areas within 10 working days; Planning and scheduling of engagements within 30 working days; Preparation of briefing materials within 10 working days; Conduct of structured engagements within 30 working days; Documentation and reporting within 10 working days. **Quantity:** At least one engagement annually. **Quality:** Engagement aligned to NCHE priorities, NDP IV and Vision 2040 **Time:** Structured engagements conducted at least once annually	NCHE, HEIs, Government	Identification and agreement on engagement areas	Presidential roundtables, ministerial meetings, parliamentary committee engagements and policy forums	Technical experts, Facilitation, Meeting logistics	None	Office of Executive Director
Stakeholder engagement strategy developed, approved and implemented	Stakeholder engagement strategy developed	**Coverage:** All internal and external NCHE stakeholders **Process:** Stakeholder identification and mapping within 10 working days; Assessment of stakeholder interests and influence within 30 working days; Drafting of stakeholder engagement strategy within 30 working days; Validation and approvals within 10 working days; Dissemination and implementation planning within 10 working days.	NCHE, staff, stakeholders	Publicly available strategy in hard and soft copy through official NCHE platforms	Stakeholder mapping, consultations, drafting, validation, approval and implementation	PR experts, Policy analysts, Facilitators, Staff, ICT materials, Stationery	None	Public Relations & Corporate Affairs Unit

		Quantity: 100% implementation of stakeholder strategy annually. **Quality:** Strategy aligned with NCHE mandate, strategic objectives and public sector engagement best practices **Time:** Strategy developed and approved within three months of initiation; implementation monitored annually.						
Stakeholder mapping exercise conducted and documented	Number of planned stakeholder mapping exercises conducted during the reporting period	**Coverage:** All internal and external NCHE stakeholders. **Process:** Identification of stakeholder categories within 10 working days; Data collection on stakeholder roles and interests within 30 working days; Analysis and classification of stakeholders within 10 working days; Validation of stakeholder information within 10 working days; Documentation and dissemination of mapping report within 10 working days. **Quantity:** At least once annually. **Quality:** Stakeholder mapping is accurate, comprehensive and aligned with the NCHE mandate and engagement objectives	NCHE, Staff, Stakeholders	Identification and participation of stakeholders in mapping process	Stakeholder identification, analysis, documentation and reporting	PR officers, Data tools, Facilitation	None	Public Relations & Corporate Affairs Unit

		Time: Mapping report finalised within 2 weeks of the exercise.						
Stakeholder meetings with District Local Government (DLG) officials organised and conducted	Number of stakeholder meetings with DLGs organised	**Coverage:** All Local Governments **Process:** Identification of relevant DLGs within 10 working days; Planning and scheduling of meetings within 30 working days; Preparation of briefing materials and invitations within 10 working days; Conduct of stakeholder meetings within 30 working days; Documentation and reporting within 10 working days. **Quantity:** At least one meeting annually. **Quality:** ≥90% of participating DLG officials demonstrate an improved understanding of the NCHE mandate, regulatory requirements, and coordination mechanisms. **Time:** conducted at least once annually.	HEIs in the Districts, DLG officials, Higher Education stakeholders	Nomination, registration and invitation of DLG officials	Physical meetings and/or virtual engagements, presentations, discussions and feedback sessions	Facilitators, Meeting logistics, ICT platforms, Allowances	None	Public Relations & Corporate Affairs Unit
Resource Mobilisation Strategy reviewed, updated and approved	Reviewed Resource Mobilisation Strategy	**Coverage:** 100% of the NCHE Resource Mobilisation Strategy. **Process:** Review of existing strategy and performance gaps within 2.5 years of implementation; Benchmarking and stakeholder consultations within 30 working days; Drafting and updating of strategy within 90 working	NCHE, staff	Resource Mobilisation Strategy available in hard and soft copy through official NCHE platforms	Strategic review, consultations, drafting, validation, approval and dissemination	Consultant, Planning & Development Officers, Facilitators, Staff	None	Planning and Development Department

		days; Validation and approvals within 90 working days; Dissemination and implementation planning within 30 working days. **Quality:** Strategy aligned with NCHE Strategic Plan, national financing frameworks and public sector resource mobilisation best practices. **Time:** Strategy reviewed at least once within the planning period						
Fundable project and programme proposals developed and submitted	Number of fundable proposals developed	**Coverage:** National, regional and international funding opportunities **Process:** Identification of priority funding needs within 6 months; Scanning and selection of funding opportunities within 30 working days; Concept note and proposal drafting within 30 working days; Internal review, validation and approvals within 10 working days; Submission and follow-up within 10 working days. **Quantity:** At least 1 fundable proposal developed annually. **Quality:** Proposals aligned with NCHE strategic objectives, donor requirements and national development priorities **Time**: The proposal finalised within 3 months of initiation.	NCHE, Staff	Submission of concept or funding call requirements	Needs assessment, proposal drafting, review, approval and submission	Planning & Development Officers, Technical experts, Facilitation	None	Planning and Development Department

Staff capacity in resource mobilisation strengthened	Number of capacity building initiatives in resource mobilisation conducted	**Coverage:** NCHE staff involved in planning, finance and resource mobilisations **Process:** Identification of resource mobilisation capacity gaps within 6 months; Development of training content and programme within 10 working days; Nomination of participants within 5 working days; Training delivery/practical sessions within 1-5 working days; Documentation and reporting within 10 working days. **Quantity:** At least one training annually. **Quality**: ≥80% participants demonstrate improved knowledge in resource mobilization strategies. **Time:** Capacity building conducted at least once annually.	NCHE staff	Nomination/ registration/ invitation	Training sessions, certifications, workshops, refresher courses	Trainers, training materials, Venue, Funding, Facilitation	None	Planning and Development Department
Follow-up on compliance of students' collections undertaken and reported	Number of compliance follow-up initiatives conducted	**Coverage:** All licensed and accredited Higher Education Institutions **Process:** Identification of HEIs for compliance follow-up every quarter; Issuance of notification and engagement letters within 10 working days; Field verification and compliance checks within 30 working days; Documentation of findings and analysis within 30 working days; Reporting	NCHE, HEIs, students	NCHE regulatory mandate and submission of student fees and collections information by HEIs	Site visit, compliance checklist, reporting, follow-up	Field officers, Compliance tools and checklists, Transport, Allowances, Stationery	None	Planning and Development Department

		and follow-up actions within 10 working days. **Quantity:** At least 4 follow-up visits annually. **Quality:** ≥ 100% of HEIs compliant with approved student collection guidelines, fee structures **Time:** Report finalised within 30 working days of visit.						
Internal controls established, strengthened and operational	Number of internal controls established and strengthened	**Coverage:** All NCHE directorates, departments and units **Process:** Identification and assessment of control gaps within 30 working days; Design and documentation of internal controls within 30 working days; Validation and approvals within 10 working days; Implementation and staff sensitisation within 30 working days; Monitoring and reporting on control effectiveness within 10 working days. **Quantity:** 100% compliance to internal controls **Quality:** Internal controls aligned with Public Finance Management Act (PFMA), NCHE policies, risk management framework and public sector internal control standards. **Time:** Internal control report finalized within 3 months of its initiation.	NCHE, Staff	Hard and soft copy distribution, website download	Design control activities, documentation, implementation, monitor and review, report	Finance officers, Audit and Risk officers, Legal officers, Facilitation for the process	None	Finance Department

Budgeting and financial reporting procedures complied with	Percentage of compliance with budgeting and financial reporting procedures	**Coverage:** All NCHE budgeting and financial reporting processes **Process:** Preparation of budget and financial reports within 30 working days; Internal review and validation within 10 working days; Submission to relevant authorities within 10 working days; Reconciliation and documentation within 10 working days; Monitoring and corrective action within 10 working days. **Quality:** 100% compliance to reporting frameworks (PFM Act, 2015 & International Public Sector Accounting Standards (IPSAS). **Time:** As Per the statutory time requirements.	NCHE staff, Management , Council	Submission of required budgeting and reporting information	Budget preparation, financial reporting, review, submission and compliance monitoring	Finance officers, ICT systems, Stationery None	None	Finance Department
Annual Monitoring and Evaluation (M&E) Plan developed and approved	Annual M&E plan developed	**Coverage:** All NCHE programmes, directorates and departments **Process:** Review of strategic plan and work plans & Identification of indicators and targets to monitor per quarter within 30 working days in Quarter one; Drafting of Annual M&E Plan within 10 working days; Validation and approvals within 10 working days; Dissemination of approved plan within 10 working days. **Quantity:** One M&E Plan developed annually.	NCHE Management , staff, Council	Distribution of Hard copy and soft copies (email and website download)	Consultative workshops, drafting, validation, approval and dissemination	P&D officers, staff, facilitation for the process	None	Planning & Development Department

		Quality: M&E Plan aligned with NCHE Strategic Plan, Annual Work Plan and national M&E frameworks **Time:** Annual M&E Plan developed and approved once every financial year						
Staff capacity in the use of the M&E system strengthened	Percentage of staff trained in the use of the M&E system	**Coverage:** NCHE staff involved in planning, monitoring and reporting **Process:** Identification of M&E system training needs within 10 working days; Development of training content and materials within 30 working days; Nomination and registration of participants within 10 working days; Training delivery and practical demonstrations within 10 working days; Documentation and reporting within 10 working days. **Quantity:** At least 80% of staff trained annually. **Quality:** ≥50% participants demonstrate improved understanding and effective use of M&E processes. **Time:** Capacity building conducted annually as per NCHE training calendar	NCHE staff, Management	Nomination or registration through official communication channels	Workshops, hands-on system training, mentorship and refresher courses	Trainers, training modules, ICT platforms, Facilitation	None	Planning & Development Department
Annual work plans and budgets coordinated, developed and approved	Annual plans and budget developed	**Coverage:** All NCHE programmes, directorates and departments **Process:** Issuance of planning and budgeting guidelines within 10 working days; Collection and	NCHE staff, Management, Council	Distribution of Hard copy & soft copies (email, Website down load)	Consultative workshops, consolidation, validation, approval and submission	P&D officers, Finance officers, Staff, Facilitation	None	Planning & Development Department

		consolidation of departmental inputs within 30 working days; Alignment with Strategic Plan and PBB within 30 working days; Validation and approvals within 10 working days; Submission and dissemination of approved plans and budgets within 10 working days. **Quantity:** One consolidated Annual Work Plan and Budget developed and approved annually. **Quality:** Work plans and budgets aligned with NCHE Strategic Plan, Programme-Based Budgeting requirements and national planning and budgeting frameworks **Time:** One consolidated Annual Work Plan and Budget developed and approved annually						
Midterm review of the Strategic Plan conducted and reported	Midterm Review undertaken	**Coverage:** Implementation of the Strategic Plan across all NCHE programmes and departments **Process:** Development of midterm review framework within 10 working days; Data collection and performance assessment within 30 working days; Stakeholder consultations and analysis within 30 working days; Drafting of midterm review report within 30 working days; Validation, approvals	NCHE Staff, Management and Council	Invitation and participation of staff and stakeholders	Consultative workshops, data analysis, report drafting, validation, approval and dissemination	Consultant, Staff, Facilitation	None	Planning & Development Department

		and dissemination within 90 working days. **Quantity:** One mid-term review conducted covering the first two and a half years of implementation **Quality:** Review aligned with Strategic Plan objectives, national planning frameworks and public sector performance review standards **Time:** The review report finalised within 3 months of its initiation.						
Monitoring of budget and physical performance undertaken and reported	Quarterly budget and physical performance reports generated	**Coverage:** All NCHE programmes, projects, directorates and departments/units **Process:** Collection of budget and physical performance data within 10 working days after the end of every quarter; Verification and validation of performance data within 10 working days; Analysis of performance against approved plans within 5 working days; Preparation and review of monitoring report within 10 working days; Dissemination and follow-up actions within 10 working days. **Quantity:** At least 4 budget and physical performance monitoring reports generated annually. **Quality:** Reports aligned with NCHE Annual Work	NCHE staff, Management and Council	Submission of performance data by departments and units	Performance tracking, data analysis, reporting and follow-up	Planning & Development officers, M&E tools, ICT platforms, Stationery	None	Planning & Development Department

		Plan and Budget, Programme-Based Budgeting (PBB) and national performance reporting standards. **Time:** Quarterly performance reports finalized within 10 working days after the end of each quarter.						
Staff capacity in institutional planning and budgeting built and strengthened	Percentage of staff trained in institutional planning and budgeting	**Coverage:** NCHE staff involved in planning and budgeting processes **Process:** Identification of planning and budgeting capacity gaps within 10 working days; Development of training content and materials within 30 working days; Nomination and registration of participants within 10 working days; Training delivery and practical sessions within 30 working days; Documentation and reporting within 10 working days. **Quantity:** At least 80% of staff trained annually. **Quality:** ≥50% of trained staff demonstrate improved understanding and application of institutional planning and budgeting processes. **Time:** Capacity building conducted annually	NCHE staff, Management	Nomination or registration through official communicatio n channels	Training sessions, workshops, mentorship and refresher courses	Trainers, Training materials, ICT platforms, Facilitation	None	Planning & Development Department
NCHE Main Building constructed	Proportion of construction	**Coverage:** NCHE institutional Project.	NCHE	Call for expressions of interest	Design, construction, supervision,	Consultants, Contractors, Constructio	None	Office of the Executive Director

and commissioned	works completed	**Process:** Procurement of consultants and contractors within 60 working days; Development and approval of inception report, preliminary design, scheme design, detailed designs and work plans within 30 working days; Construction and supervision undertaken as per approved schedule; Periodic inspections and certification within 10 working days of each phase; Commissioning and handover within 90 working days after completion. **Quality:** 100% of construction works conform to approved designs, contract specifications and building standards **Quantity:** One NCHE Main Building constructed **Cost:** Payment of the certificate of completion as stipulated in the contract. **Time:** Construction completed within 3 years of contract signing		through print and electronic media	certification, reporting and commissioning	n Management Team, Development budget		
Project plans developed and approved	Number of project plans developed	**Coverage:** All NCHE projects and initiatives **Process:** Identification of project objectives and scope within 10 working days; Stakeholder consultations and concept development within 30 working days; Preparation of detailed project plan within 30 working days;	NCHE HEIs,	Hard and soft copies of approved project plans available through official NCHE platforms	Concept development, stakeholder engagement, drafting, validation and approval	P&D officers, Subject matter experts, Facilitation funds	None	Planning & Development Department

		Validation and approvals within 10 working days; Dissemination of approved project plan within 10 working days. **Quantity**: At least 1 project plan developed annually **Quality:** Plan aligned to NCHE strategic plan and national priorities (NDPIV, Vision 2040) and project management best practices. **Time:** Project plan finalised within the planned project initiation period.						
Recruitment plan developed and approved	Approved recruitment plan in place	**Coverage:** All approved staff positions under NCHE establishment **Process:** Analysis of staffing gaps within the 4th Quarter of the Preceding Financial Year; Verification of Wage and Establishment two weeks to the end of the financial year; Prioritisation of positions and drafting of recruitment plan within 15 working days; Validation and approvals within 30 working days; Submission to Ministry of Public Service within 10 working days following approval by Council. **Quantity:** One recruitment plan developed and approved annually **Quality:** Recruitment plan aligned with NCHE annual work plan, approved	NCHE staff, Management, Council	Submission of staffing needs by departments and units	Staff establishment analysis, planning, validation, approval and submission	Human Resource officers, Management, Council, Budget	None	Human Resource Administration Department

		establishment, public service recruitment guidelines and budget provisions **Time:** Recruitment plan approved by August of every financial year						
HR policies and procedures reviewed, updated and approved	% of HR policies and procedures reviewed	**Coverage:** 100% of HR policies and procedures **Process:** Review of existing HR policies and compliance gaps within 10 working days of the scheduled quarter/review period; Benchmarking against public service regulations within 20 working days; Drafting and updating of HR policies and procedures within 20 working days; Validation and approvals within 20 working days; Dissemination and operationalisation within 10 working days following Council approval. **Quantity:** All HR policies and procedures reviewed and updated annually **Quality:** HR policies and procedures aligned with national labour laws, public service regulations and NCHE institutional requirements **Time:** HR policies and procedures finalised within 3 months of initiation.	NCHE staff, Management and Council	HR policies and procedures available in hard and soft copy and accessible through official NCHE platforms	Policy review, consultations, drafting, validation, approval and dissemination	HR officers, Legal experts, Facilitators, Budget None	None	Human Resource Administratio n Department
Job descriptions and roles	% of positions with updated job	**Coverage:** All approved staff positions within NCHE	All staff	Hard and soft copies of approved job	Job analysis, consultation, drafting,	HR officers, Supervisors,	None	Human Resource Administratio

reviewed, updated and approved	descriptions and person specifications	**Process:** Job analysis and review of existing descriptions within 30 working days; Consultation with supervisors and staff within 30 working days; Drafting and updating of job descriptions within 30 working days; Validation and approvals within 90 working days; Dissemination of updated job descriptions within 10 working days. **Quantity:** 100% of job descriptions and roles reviewed and updated **Quality:** Job descriptions aligned with the NCHE mandate, strategic objectives and Public Service guidelines. **Time:** Job descriptions and roles updated within the approved review period.		descriptions available to staff	validation, approval and dissemination	Staff, Facilitation		n Department
Staff job rotation plan developed and approved	Staff job rotation policy and guidelines developed	**Coverage:** All eligible NCHE staff positions **Process:** Assessment of staffing needs and eligibility within 10 working days; Mapping of roles and competencies within 30 working days; Drafting of job rotation policy and plan within 30 working days; Validation and approvals within 10 working days; Dissemination and implementation planning within 10 working days. **Quantity:** Job rotation plan aligned with NCHE human	NCHE staff, Management, Council	Availability of approved job rotation policy and guidelines to all staff	Staff needs analysis, consultations, drafting, validation, approval and implementation	Staff, Management, Council, Facilitation	None	Human Resource Administration Department

		resource policies, institutional needs and public service guidelines. **Quality:** One staff job rotation plan developed and approved. **Time:** Job rotation plan developed and approved by June 2026						
Annual staff development needs analysis conducted and reported	Staff training needs assessment report produced	**Coverage:** All NCHE staff **Process:** Issuance of training needs assessment tools within 10 working days of the fourth quarter (Q4) of the preceding FY; Collection and review of performance appraisal data within 30 working days; Analysis of institutional and individual skills gaps within 30 working days; Preparation and validation of needs assessment report within 10 working days; Dissemination of approved report within 10 working days. **Quantity:** One staff development needs analysis conducted annually **Quality:** Training needs analysis aligned with NCHE strategic priorities, performance gaps and public service capacity development guidelines. **Time:** By end of quarter one (Q1) of the FY	All staff	Submission of training needs information and participation in assessment exercises	Needs assessment surveys, data analysis, reporting and dissemination	Staff, Assessment tools, Stationery	NA	Human Resource Administration Department
Staff training and	Approved staff training	**Coverage:** All NCHE staff	All staff	Availability of approved	Training needs prioritisation,	Staff Training	None	Human Resource

development plans developed and approved	and development plan	**Process:** Prioritisation and costing of training needs within 15 working days; Drafting of Annual staff training and development plan within 15 working days; Validation and approvals within 20 working days; Dissemination and implementation scheduling within 10 working days following Council approval. **Quantity:** One staff training and development plan developed and approved annually. **Quality:** Training and development plan aligned with NCHE strategic priorities, performance gaps and public service capacity development guidelines. **Time:** By the end of the first quarter (Q1) of the FY.		training and development plan to staff in hard and soft copy	planning, validation, approval and dissemination	committee, Management, Council, Budget		Administration Department
Staff capacity building programmes conducted	% of planned staff capacity building programmes conducted	**Coverage:** All NCHE staff. **Process:** Confirmation of capacity building initiative as per approved staff training and development plan within 5 working days; identification of qualified Facilitator 3 weeks before the training; ; identification and finalisation of training participants at least 2 weeks before the training; Development of Training Programme and Invitation of participants 10 workings days before the training; Send reminders to	All staff	Nomination or registration through official communication channels	Training sessions, workshops, seminars, refresher courses and certifications	Trainers, Training materials, ICT platforms, Venues, Facilitation	None	Human Resource Administration Department

		participants 3 days before session; Capacity building initiative delivered as scheduled; Administer training evaluation during training; Prepare and Submit Training Completion Report within 10 working days after the training **Quantity:** At least 4 capacity building workshops for staff annually. **Quality:** ≥80% of staff demonstrate improved knowledge, skills and competencies relevant to their roles. **Time:** Conducted throughout the year.						
Organisational structure reviewed and approved	Reviewed organisational structure in place	**Coverage:** All NCHE directorates, departments and units **Process:** Review of existing Organisational structure and Establishment gaps within 30 working days of the scheduled quarter/review period; Benchmarking against other similar regulatory agencies in the region within 20 working days; Drafting and updating of organisational structure and Establishment within 20 working days; Validation and approvals within 20 working days; submission to Ministry of Public Service within 5 working days after Council approval;	Directorates, Departments and Units	Approved organisational structure available in hard and soft copy and accessible through official NCHE platforms	Organisational analysis, consultations, drafting, validation, approval and dissemination	Consultant, staff, Management, Council, budget	None	Human Resource Administration Department

		Dissemination and operationalisation within 10 working days following Ministry of Public Service approval. **Quantity:** One organisational structure reviewed and approved **Quality:** Structure aligned to NCHE priority and national standard guidelines. **Time:** Reviewed within the first year (Yr 1) of implementation of Strategic Plan.						
Staff performance appraisals conducted and completed	% of staff with completed performance appraisal forms	**Coverage:** All NCHE staff **Process:** Issuance of performance appraisal tools by 1st June; Assessment and feedback by 15th June; validation and approval by 30th June; Consolidation, documentation and reporting by 10th July. **Quantity:** 100% of staff complete performance appraisal process annually **Quality:** Appraisals conducted in accordance with Public Service performance management guidelines and NCHE HR policies **Time:** Appraisals completed by the end of June each year	NCHE staff	Completion and submission of appraisal forms	Performance assessment, appraisal meetings, documentation and reporting	Staff (appraisee and appraiser), appraisal tool, HR support	None	Human Resource Administration Department
Staff performance reviews conducted	% of staff completing performance	**Coverage:** All NCHE staff **Process:** Issuance of performance review tools by 1st December; Self-	NCHE staff	Completion and submission of	Performance review meetings, coaching,	Staff, Supervisors, Review	None	Human Resource Administratio

and completed	reviews on time	Assessment by 15th December; Review and feedback by 30th December. **Quantity:** 100% of staff complete performance reviews annually **Quality:** Performance reviews conducted in accordance with Public Service performance management guidelines and NCHE HR policies **Time:** Performance reviews completed bi-annually by 30th December every year		performance review tools	documentation and reporting	tools, HR support		n Department
Performance management sensitisation meetings organised and conducted	% of planned performance management sensitisation meetings conducted	**Coverage:** All NCHE staff **Process:** Identification of sensitisation needs within the fourth quarter (Q4) of the preceding FY; Identify and Confirm training facilitators 3 weeks before the training; identification and finalisation of training participants at least 2 weeks before the training; Development of Training Programme and invitation of participants 10 days before the training; Send reminders to participants 3 days before training; Conduct training as scheduled; Administer training evaluation during training; Prepare and Submit Training Completion Report within 10 days after the training.	NCHE staff	Invitation of staff through official communicatio n channels	Workshops, meetings and interactive sensitisation sessions	Facilitators, Training materials, Venues, ICT platforms Facilitation	None	Human Resource Administratio n Department

		Quantity: At least one sensitisation meeting conducted annually **Quality:** ≥90% of participants demonstrate improved understanding of performance management processes and requirements **Time:** Once annually in Q4						
Health, safety and wellness of staff enhanced	Wellness guidelines developed and approved	**Coverage:** All NCHE staff **Process:** Identification of health, safety and wellness needs within 10 working days; Benchmarking against occupational health and safety standards within 30 working days; Drafting of health, safety and wellness guidelines within 30 working days; Validation and approvals within 30 working days; Dissemination and implementation within 10 working days following approval. **Quantity:** One set of health, safety and wellness guidelines developed and implemented. **Quality:** Guidelines aligned with occupational health and safety standards, labour laws and NCHE human resource policies **Time:** Guidelines developed within the first year of strategic plan implementation	All staff	Approved wellness guidelines available in hard and soft copy	Staff consultation, benchmarking, drafting, validation, approval and dissemination	OHS specialists, HR officers, Staff, Logistics	None	Human Resource Administration Department

Staff awareness on health and wellness was conducted	% of planned health and wellness awareness sessions conducted	**Coverage:** All NCHE staff **Process:** Identification of priority health and wellness themes within 30 days; Identify and confirm training facilitators 3 weeks before the training; identification and finalisation of training participants at least 2 weeks before the training; Development of Training Programme and Invitation of participants 10 days before the training; Send reminders to participants 3 days before session; Conduct Awareness training as scheduled; Administer session evaluation during training; Prepare and Submit Awareness Completion Report within 10 days after the session. **Quantity:** At least 2 sessions annually. **Quality:** ≥80% of staff demonstrate increased awareness and understanding of health, safety and wellness practices. **Time:** Health and wellness awareness sessions conducted at least twice annually (Q2 and Q4)	All staff	Invitation of staff via memo or email	Awareness sessions, meetings, talks and interactive engagements	Facilitators, Health professionals, Training materials, Venues, ICT platforms, Budget.	None	Human Resource Administration Department
Physical fitness classes are conducted for staff	% of planned physical fitness sessions conducted	**Coverage**: All Staff **Process:** Identification of suitable physical fitness activities within 10 working days at the beginning of FY; prepare a session schedule	All staff	Participation by staff in scheduled fitness sessions	Physical fitness classes, exercise sessions and wellness activities	Professional fitness instructors, Equipment, Venues, Facilitation	None	Human Resource Administration Department

		indicating frequency, venue, and facilitators within 30 days at the beginning of the FY, Reminders to staff every Friday of the week; Delivery of physical fitness sessions every Monday at 3:30 pm; Documentation and reporting Quarterly. **Quantity**: At least 52 sessions annually. **Quality:** Fitness sessions are well-structured, inclusive and support overall staff physical wellbeing **Time:** Physical fitness sessions are conducted weekly throughout the year						
General staff meetings organised and conducted	% of planned general staff meetings conducted	**Coverage:** All NCHE staff **Process:** Confirm meeting date, time and venue 14 days before the meeting; Preparation and circulation of meeting Agenda and materials within 7 working days before the meeting; Confirm attendance, send meeting reminder and share final supporting documents within 2 days before the meeting; conduct meeting; documentation and reporting within 5 working days after the meeting **Quantity:** At least 4 staff meetings held annually. **Quality:** General staff meetings conducted in a	All staff	Invitation of staff through official communicatio n channels	Meetings, presentations, discussions and feedback sessions	Facilitators, Meeting logistics, ICT platforms, Refreshmen ts	None	Human Resource Administratio n Department

		structured, participatory and informative manner. **Time:** A week after the Council meeting						
New motor vehicles procured to support Council field activities	% of planned motor vehicles procured during the reporting period	**Coverage:** NCHE field operations and service delivery. **Process:** Identification of vehicle needs per year in the fourth quarter (Q4) of the preceding FY; Preparation and approval of procurement request within 30 working days; Procurement planning and tendering within 10 working days; Evaluation and contract award within 10 working days; Delivery, inspection and registration within 10 working days. **Quantity:** At least 2 vehicles procured annually. **Quality:** Procurement conducted in compliance with PPDA laws; vehicles suitable for intended field operations and service delivery needs. **Time:** Motor vehicles procured within the approved procurement plan and FY.	NCHE, Council, Staff	Submission and approval of procurement request	Procurement planning, tendering, evaluation, contract award, delivery and deployment	Technical officers, Contract committee, Evaluation committee, budget	None	Human Resource Administration Department
Motor vehicles maintained and serviced	Percentage of motor vehicles maintained as per schedule	**Coverage:** All NCHE motor vehicles **Processes:** Development of vehicle maintenance schedule per quarter; Routine inspection per week; Preventive and corrective maintenance per	NCHE	Submission of maintenance schedule and requests	Vehicle inspection, servicing, repairs and record keeping	Staff, Service providers, Maintenance tools, Budget	None	Human Resource Administration Department

		every 5000kms; Updating of logbooks and maintenance records daily; Monitoring and reporting on vehicle condition quarterly. **Quantity:** 100% of motor vehicles serviced and maintained according to the approved schedule. **Process:** Preventive maintenance conducted as per the guidelines. **Quality:** Vehicles are maintained in good working condition in line with manufacturer recommendations and NCHE fleet management guidelines. **Time:** Vehicle log books updated after every trip						
Buildings, structures and grounds maintained.	Buildings, structures and grounds maintained periodically	**Coverage:** All NCHE buildings, structures and grounds. **Process:** Development of maintenance schedules annually; Routine inspection of buildings and grounds quarterly; Preventive and corrective maintenance works within 30 working days; Landscaping and grounds upkeep 3 times monthly; Documentation and reporting quarterly **Quantity:** Maintenance schedule implemented quarterly. **Quality:** Buildings, structures and grounds maintained in safe,	NCHE staff, Visitors	Submission of maintenance schedule and requests	Inspection, repair, maintenance and grounds upkeep	Staff, Maintenance staff, Service providers, Tools and equipment, Budget	None	Human Resource Administration Department

		functional and acceptable condition in line with building and safety standards. **Time:** Maintenance activities conducted promptly as per approved schedule.						
NCHE buildings insured and insurance cover maintained.	Insurance Policy cover in place.	**Coverage:** All NCHE buildings and fixed assets. **Process:** Identification and valuation of buildings and assets annually; Preparation and approval of insurance requirements within 6 months; Procurement of insurance services in Quarter four (Q4); Issuance and verification of insurance policy within 30 working days; Monitoring and renewal of insurance cover within 60 working days. **Quantity:** Insurance policy procured & renewed annually. **Quality:** Procurement done in compliance with PPDA laws.	NCHE	Submission and approval of insurance procurement request	Procurement of insurance cover and policy management	Officers, insurance providers, budgets	None	Human Resource Administration Department
Functional Central Registry and Archive Centre established and operational	Central Registry and Archive Centre established	**Coverage:** All NCHE records and archives **Process:** Assessment of records management needs annually; Identification and preparation of registry and archive space within 60 working days; Development of records management procedures within 60 working days; Procurement	NCHE staff	Functional Registry and Archive Centre	Records organisation, archiving, retrieval and management	Staff, Archival equipment, Shelving, ICT tools, Budget	None	Human Resource Administration Department

		of registry and archival equipment within 30 working days; Operationalisation and reporting within 10 working days. **Quantity:** One Registry and Archive Centre established and operational by the end of SP implementation period. **Quality:** Automated registry and Archive Centre. **Time:** Central Registry and Archive Centre established and operational within the planning period						
Records management system digitised and automated	% of records digitised and managed electronically	**Coverage:** All active NCHE records and archives **Process:** Assessment of records for digitisation within 10 working days; Development of digitisation plan within 30 working days; Procurement and configuration of records management system within 30 working days; Scanning, indexing and migration of records within 30 working days; System testing, operationalisation, and reporting within 10 working days. **Quality:** At least 80% of active records digitised and automated. **Quantity:** Digitised records are accurate, secure and compliant with the national	NCHE Staff	Access to electronic records through authorised systems	Scanning, indexing, system deployment, training and maintenance	Staff, Scanning equipment, Software, Budget	None	Human Resource Administration Department

		records management and data protection standards. **Time:** Digitisation and automation conducted within the approved implementation period.						
Records users trained on best practices in records management	% of planned records management training sessions conducted	**Coverage:** All NCHE staff handling records **Process:** Identification of records management training needs within 10 working days of the planned quarter; Development of training content and materials within 30 working days; Nomination and registration of records users within 10 working days; Training delivery and practical demonstrations within 10 working days; Documentation and reporting within 10 working days. **Quantity:** At least 2 records management training sessions conducted annually. **Quality:** ≥85% of trained staff demonstrate improved understanding and application of records management best practices.	NCHE staff	Nomination/ registration/ invitation	Training workshops, hands-on sessions and refresher courses	Records management experts, Training materials, ICT platforms, Facilitation	None	Human Resource Administration Department
Annual Procurement and Disposal Plan developed	Approved Annual Procurement and Disposal Plan in place	**Coverage:** All NCHE procurement and disposal activities **Process:** Collection of procurement and disposal requirements from User	NCHE staff	Submission of procurement and disposal requirements by user departments	Procurement planning, consolidation, validation, approval and dissemination	Procurement officers, User departments, Contracts	None	Procurement & Disposal Unit

and approved		departments in Q4 of the preceding FY; Consolidation & alignment with approved budget and work plan within 5 working days of Q1; Approval by Contracts Committee and Accounting Officer in the 2nd week of July; Dissemination PPDA, MoFPED, General Public in the third week of July. **Quantity:** One Annual Procurement and Disposal Plan developed and approved annually **Quality:** Procurement and Disposal Plan aligned with PPDA Act and Regulations, approved budget and institutional priorities. **Time:** Annual Procurement and Disposal Plan developed and approved by 31st July every year.				Committee, Budget		
Staff and suppliers advised on correct procurement processes	% of planned procurement advisory sessions conducted	**Coverage:** NCHE staff and suppliers **Process:** Identification of procurement knowledge gaps within 10 working days in the planned quarter; Development of advisory content and materials within 5 working days; Scheduling and notification of advisory sessions within 10 working days; Delivery of advisory and sensitisation sessions within 10 working days; Documentation and reporting within 10 working days.	NCHE staff, Suppliers	Participation in advisory sessions and consultations	Advisory meetings, briefings, consultations and sensitisation sessions	Procurement officers, Training materials, ICT platforms, Facilitation	None	Procurement & Disposal Unit

		Quantity: At least 4 procurement advisory sessions conducted annually **Quality:** ≥90% of staff and suppliers demonstrate improved understanding of PPDA procurement processes and compliance requirements **Time:** At least 1 session per quarter.						
	Updated procurement database in place	**Coverage:** All NCHE procurement and disposal transactions **Process:** Review of existing procurement records quarterly; Configuration and updating of procurement database within the last week of every quarter; Data entry and validation within 5 working days; Quality checks and user access management within 10 working days; Documentation and reporting within 10 working days. **Quantity:** One functional procurement database updated continuously. **Quality:** Procurement database accurate, complete, secure and compliant with PPDA reporting and record-keeping requirements. **Time:** Procurement database updated	NCHE staff, Management , Procurement Unit	Authorised access to the procurement database	Data entry, updating, validation, access control and reporting	Procurement officers, ICT systems, Database software, Training	None	Procurement & Disposal Unit

		continuously; quarterly validation conducted						
Mandatory procurement reports prepared and submitted	% of mandatory Procurement reports submitted to management & PPDA	**Coverage:** 100% of statutory procurement reporting requirements **Process:** Preparation & Compilation of monthly procurement reports within 10 working days of every month; Internal review and approvals within 4 working days; Submission to PPDA and relevant authorities by 15 of every month. **Quantity:** 12 reports submitted annually. **Quality:** Procurement reports are compliant with PPDA reporting requirements. **Time:** Reports prepared and submitted monthly.	PPDA, NCHE Management , Council	Submission of approved procurement reports	Data compilation, analysis, reporting, submission and archiving	Procurement officers, Reporting templates, ICT systems	None	Procurement & Disposal Unit
Critical NCHE processes mapped and documented	% of critical NCHE processes mapped and documented	**Coverage:** All critical NCHE core and support processes **Process:** Identification of critical processes within 10 working days; Process mapping and documentation within 30 working days; Validation with process owners within 10 working days; Standardisation and approvals within 10 working days; Dissemination and integration into operations within 10 working days. **Quantity: 100%** of identified critical processes mapped and documented.	NCHE	Access to documented process manuals and SOPs	Process mapping, documentation , validation, approval and dissemination	Technical officers, Documentation tools, Facilitation.	None	Planning & Development Department

		Quality: Process documentation is clear, accurate and aligned with the NCHE mandate, service delivery standards and internal control requirements. **Time:** Process mapping and documentation completed within the planning period						
Cross-Cutting Issues								
Standards for Gender and Equity (G&E)								
G & E Compliant Annual Plans and Budget produced	% Compliance score in annual assessment by Equal Opportunities Commission (EOC)	**Coverage:** 100% compliant annual workplan & budget **Process:** Review of G&E guidelines and compliance requirements within 10 working days; Integration of G&E considerations into planning and budgeting within 30 working days; Consolidation of departmental submissions within 30 working days; Validation and approvals within 10 working days; Submission and dissemination of approved plans and budgets within 10 working days. **Quality:** ≥ 65% Gender and Equity compliance score as certified annually by the EOC **Time:** Annually	NCHE, Management and Staff	Print hard copies and soft copies accessed through emails	Departments prepare plans, validation, approval, and certification	Staff, EOC, Stationery, Allowances, Transport, ICT Materials.	None	Planning & Development Department Gender & Equity Unit/ All Departments
HEI Gender & Equity Compliant	% of HEIs compliant to (Gender & Equity	**Coverage:** 100% of accredited HEIs earmarked for monitoring	HEIs, students, staff	Participation by HEIs in assessments	Institutional monitoring, Surveys,	Assessment tools, Staff, Stationery, Allowances,	None	Gender & Equity Unit

	minimum standards	**Process:** Identification of HEIs for monitoring within 10 working days; Development of Gender and Equity monitoring plan within 30 working days; Conduct of compliance assessments within 30 working days; Preparation and validation of monitoring report within 10 working days; Dissemination and follow-up actions within 10 working days. **Quality:** ≥85% of HEIs comply to gender and equity minimum standards **Time:** Annually				Transport, ICT Materials.		Audit, Monitoring & Compliance Department
Capacity of HEI Staff in gender & equity strengthened	% of HEI Staff whose capacity has been strengthened	**Coverage:** 100% of the eligible participants **Process:** Identification of Gender and Equity capacity gaps within 10 working days; Development of training content and materials within 30 working days; Nomination and registration of participants within 10 working days; Delivery of Gender and Equity training within 30 working days; Documentation and reporting within 10 working days. **Quality:** ≥85% participants demonstrate improved understanding of G&E mainstreaming **Time:** Annually	HEI staff, NCHE	Invitation, Nomination	Training, sensitisation meetings and workshops.	Participants, Trainers, Facilitators, Stationery, Venue Meals, Allowances, Transport, ICT Materials.	None/ cost sharing	Gender & Equity Mainstreaming Unit

Gender and Equity policy Developed and implemented	% of HEIs implementing the Gender & Equity Policy	**Coverage:** 100% of HEIs. **Process:** Identification of Gender and Equity policy gaps within 10 working days; Benchmarking and stakeholder consultations within 30 working days; Drafting of Gender and Equity policy within 30 working days; Validation and approvals within 10 working days; Dissemination and implementation planning within 10 working days. **Quality:** Policy aligned with national Gender and Equity guidelines and Equal Opportunities Commission (EOC) requirements, **Time:** Completed within one year of initiation, implementation monitored annually	HEIs, Students, staff	Policy available for all institutions	Stakeholder consultant, drafting, validation workshops, Approval, dissemination and monitoring	Policy analysts, Gender specialists, Legal experts, Facilitators, Staff, ICT materials, Stationery, Allowances, Transport.	None	Gender & Equity Mainstreaming Unit

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Ensuring Quality for Excellence

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