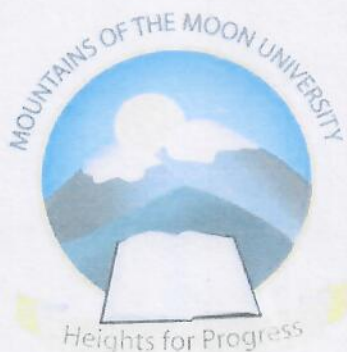


	MOUNTAINS OF THE MOON UNIVERSITY	Document Number MMU/QAD/003
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MOUNTAINS OF THE MOON UNIVERSITY

SERVICE DELIVERY STANDARDS

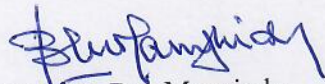
APRIL 2026

Foreword

The Mountains of the Moon University (MMU), is committed to being a center of excellence in teaching, research, and community engagement. To achieve this aim, the University recognizes that the service offered to her students, staff, and stakeholders is of high quality.

This Service Delivery Standards (SDS), therefore, provides a framework through which Mountains of the Moon University (MMU) ensures high-quality, efficient, and citizen-centred service delivery. These Standards demonstrate the University's commitment to transparency, professionalism, accountability, and continuous improvement in serving students, staff, external stakeholders, and the wider community.

The Standards reinforce MMU's dedication to fostering excellence in teaching, research, innovation, and community engagement. The SDS serve as a guide to enable all stakeholders to understand the expected level of services, that include curriculum development and review, student's assessment and evaluation, Research Development and support, outreach programs, and the mechanisms available for feedback, monitoring, redress, among others.



Eng. Dr. Ben Manyindo

CHAIRPERSON UNIVERSITY COUNCIL

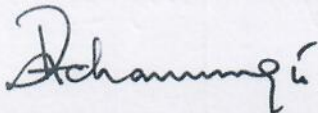
Acknowledgement

It is indeed a great pleasure for me to recognise the successful development of the MMU's Service Delivery Standards, which was made possible through a participatory process involving various stakeholders of the University. It is the expectation of everyone connected to MMU, that the rollout of these Service Delivery Standards will not only stimulate effective operations of the University, but shall aim to guarantee the quality and impact of the services offered to the clientele.

On behalf of Management, Staff and Students of MMU, I hereby extend our deep, gratitude to the National Planning Authority (NPA), Ministry of Public Service, the National Council for Higher Education, and all the Public Universities in Uganda, for their input into the development of the MMU's Service Delivery Standards. Special thanks go to the Department of Quality Assurance and the Directorate of Planning, Investment and Development, respectively, their tireless efforts to compile this document.

The University remains indebted to all our internal and external partners, for the constructive feedback during the consultation phase.

Heights for Progress,



Professor Pius Coxwell Achanga, PhD (Cranfield)
VICE CHANCELLOR

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List of Acronyms

SDS:	Service Delivery Standards
ACMIS:	Academic Management Information System
CBE:	Competence-Based Education
CPD:	Continuing Professional Development
DMP:	Data Management Plan
DOI:	Digital Object Identifier
DPIA:	Data Protection Impact Assessment
ERP:	Enterprise Resource Planning
GESI:	Gender Equality and Social Inclusion
ICT:	Information and Communications Technology
IRB:	Institutional Review Board
LMS:	Learners Management System
M&E:	Monitoring and Evaluation
MoES:	Ministry of Education and Sports
MOU:	Memorandum of Understanding
MMU:	Mountains of the Moon University
NCHE:	National Council for Higher Education
NDP:	National Development Plan
OBE:	Outcome-Based Education
OECD:	Organization for Economic Cooperation and Development
PBL:	Problem-Based Learning
QA:	Quality Assurance
REC:	Research Ethics Committee
SAE:	Serious Adverse Events
SOPs:	Standards Operating Procedures
TAT:	Turn Around Time
TUM:	Top University Management
UDL:	Universal Design for Learning
UNCST:	Uganda National Council for Science and Technology

Executive Summary

This Service Delivery Standards (SDS) document outlines MMU's commitment to provide timely, reliable, transparent, and client-focused services. It serves as a guide for students, staff, parents, and the general public on the services offered, expected turnaround times, and responsible officers. The SDS defines the University's mandate, strategic objectives, governance framework, implementation mechanisms, and the roles of both internal and external stakeholders to ensure a smooth partnership. The SDS also establishes monitoring and evaluation procedures to ensure compliance and continuous enhancement of service quality.

1.0 Introduction

Mountains of the Moon University, as a public institution of higher learning, is committed to delivering high-quality academic, administrative, and support services. The SDS presented herein, ensures the minimum level of expected services in terms of quality, quantity, processes, time cost, and coverage that a program/sector, an institution, or an individual commit to delivering to their clients, or to which clients should expect to receive. The SDS provides a reference for expected standards, timelines, and obligations for service providers and recipients. It promotes effective communication, efficiency, accountability, and improved stakeholder satisfaction.

1.1 Mandate

The objects of Mountains of the Moon University are derived from the Universities and Other Tertiary Institutions Act 2001, Cap 262 (as amended), and include:

- a) Provide quality teaching and learning that is relevant and competitive;
- b) Offer courses that address the needs of the local, national and international community;
- c) Promote research for the social economic development of the country and d) Engage in activities for self-sustainability

1.2 Strategic Objectives

The Strategic Objectives of the MMU, are to deliver:

- a) Competence-based, research-informed, and outcome-oriented teaching, learning, and assessment processes that produce graduates with the knowledge, skills, and attitudes required by industry and society;
- b) High-Quality, Ethical, and Impactful Research and Innovation;
- c) Modern, Inclusive, and Sustainable Physical and Digital Infrastructure;
- d) Holistic and Inclusive Student Welfare, Support, and Engagement Services;
- e) Strengthened Governance, Institutional Management, and Accountability Systems; and
- f) Enhanced Community Engagement and Social Responsibility.

2.0 Governance and Organizational Structure

Clear reporting, coordination, and communication structures, ensure that all units uphold set service delivery standards. The SDS implementation therefore, is anchored on the MMU's governance organs, which include:

- a) The University Council (the supreme governing body)
- b) The Senate (responsible for academic affairs).
- c) The Top University Management (responsible for the day-to-day operations)

2.1 Implementation of the SDS

The implementation of the Service Delivery Standards will involve:

- a) Dissemination of the SDS to all staff and stakeholders.
- b) Integrating service standards into performance management systems.
- c) Conducting training and capacity-building sessions.
- d) Establishing service charters within units.
- e) Setting up feedback, complaints, and redress mechanisms.
- f) Periodic review of the SDS based on stakeholder feedback and emerging needs.

2.1.1 Detailed table highlighting the implementation process

MDA Strategic Objective	Key Service Area	Output/Service description	Key Performance Indicator	Standard (Quality, Time, Quantity, Accessibility, Coverage, Process and Frequency)	Target beneficiary	Access criteria	Methodology for Providing Service	Inputs	User fee/contribution by service recipient	Who? (Responsibility Centre/service delivery point)
ACADEMIC SERVICE DELIVERY INDICATORS										
To deliver competence-based, research-informed, and outcome-oriented teaching, learning, and assessment processes that produce graduates with the knowledge, skills, and attitudes required by industry and society.	Teaching and Learning	Curriculum Development	Number of Programmes Developed and aligned with NDPIV goals Graduate employability rate, alumni success stories	Time: 2 years Quality: Conforms to NCHC minimum standards for programmes. Accessibility: all new programmes should have an approved curriculum by the university organs. Process: Concept development – 1 month Needs assessment – 2 months	Students, employers, and the industry.	Staff, students, employees	Practical and theoretical training, internships, and mentorship.	Qualified staff, infrastructure, industry partnerships.	Tuition fees apply.	Academic Registrar

MDA Strategic Objective	Key Service Area	Output/Service description	Key Performance Indicator	Standard (Quality, Time, Quantity, Accessibility, Coverage, Process and Frequency)	Target beneficiary	Access criteria	Methodology for Providing Service	Inputs	User fee/contribution by service recipient	Who? (Responsibility Centre/service delivery point)
				Competence profiling Draft the curriculum Curriculum validation Internal Approval processes External approvals - 3 months Submission to NCHE for accreditation - 2 months						
		Curriculum review	%age of programmes reviewed and aligned with NDPIV goals	Time: one year before the end of the accreditation Coverage: All programmes reviewed. Process: Identification of programmes due	Enrolled students, employers, alumni	Institutional quality assurance cycle	Tracer studies, review workshops, Benchmarking, NCHE resubmission	External reviewers, alumni data, QA unit	Tuition fees	Academic Registrar

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				for review – 1 month Needs assessment – 2 months Competence profiling - Draft the curriculum Curriculum validation Internal Approval processes- within 3 months External approvals Submission to NCHE for accreditation – 2 months						
		Accreditation	%age of programmes accredited and	Time: At most one (1) year Quality: Conforming to	Prospective and enrolled students	Programme development	Needs assessment, stakeholder consultation,	Subject experts, NCHE manual,	Tuition fees	Academic Registrar

MDA Strategic Objective	Key Service Area	Output/Service description	Key Performance Indicator	Standard (Quality, Time, Quantity, Accessibility, Coverage, Process and Frequency)	Target beneficiary	Access criteria	Methodology for Providing Service	Inputs	User fee/contribution by service recipient	Who? (Responsible Centre/service delivery point)
			aligned with NDP/IV goals	NCHE minimum standards Coverage: All programmes should be accredited Process: preparation and submission of the request for CFI (Guideline) Regulatory Impact Assessment (RIA) – Within two months Submission to NCHE – 2 months		initiated by the department & approved by the Senate	NCHE guidelines	and budgeting tools		
		Admission	No of students registered	Time: At most three (3) months Quality:	Students in applied programmes	Enrolment in course/	Labs, internships, field visits,	Laboratories, field	Part of tuition or subsidized	Academic Registrar

MDA Strategic Objective	Key Service Area	Output/Service description	Key Performance Indicator	Standard (Quality, Time, Quantity, Accessibility, Coverage, Process and Frequency)	Target beneficiary	Access criteria	Methodology for Providing Service	Inputs	User fee/contribution by service recipient	Who? (Responsibility Centre/service delivery point)
				Transparency of selection criteria Compliance with regulatory bodies (e.g., National Council Higher Education (NCHE)) Professional conduct of admissions Process: Clarity of selection criteria – 3 months Automation level of the application process – 3 months Data verification		program me	simulations	kits, MOUs with industry		

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				procedures – 3 months before beginning of AY Appeal mechanisms – 1 month before beginning of AY Accessibility: Website uptime percentage Helpdesk response time Accessibility for rural applicants Language clarity of instructions Coverage: Programmes with practical relevance Frequency: As per the						

MDA Strategic Objective	Key Service Area	Output/Service description	Key Performance Indicator	Standard (Quality, Time, Quantity, Accessibility, Coverage, Process and Frequency)	Target beneficiary	Access criteria	Methodology for Providing Service	Inputs	User fee/contribution by service recipient	Who? (Responsibility Centre/service delivery point)
				admissions policy						
		Teaching and Learning/course delivery (Methods of delivery)	%age of students taught per programme	Quality: Use of diverse teaching methods (lectures, discussions, case studies, e-learning, practicals) and Assessment fairness and relevance Time: Adherence to academic calendar Process: Approved course outlines – 2 months before the beginning of AY Moderation reports – 1	Students	Enrolment in course	Flipped classroom, peer discussion, think-pair-share	Lecturers, facilitator guides	Included in tuition	Academic Registrar

MDA Strategic Objective	Key Service Area	Output/Service description	Key Performance Indicator	Standard (Quality, Time, Quantity, Accessibility, Coverage, Process and Frequency)	Target beneficiary	Access criteria	Methodology for Providing Service	Inputs	User fee/contribution by service recipient	Who? (Responsibility Centre/service delivery point)
				Month before exams Continuous assessment policies - Continuous Peer observation reports - Continues Accessibility: LMS (Learning Management System) uptime Library access ICT lab access Coverage: Inclusion of emerging trends and updated content						
		E-Learning	% of courses on LMS	Quality: LMS-integrated syllabus Time: Semester-based	Students & staff	Digital credentials and connectivity	Use of Moodle, Zoom, Google Classroom	LMS infrastructure, e-content	None or subsidized	Chief, ICT Directorate

MDA Strategic Objective	Key Service Area	Output/Service description	Key Performance Indicator	Standard (Quality, Time, Quantity, Accessibility, Coverage, Process and Frequency)	Target beneficiary	Access criteria	Methodology for Providing Service	Inputs	User fee/contribution by service recipient	Who? (Responsible Centre/service delivery point)
				Process: Blended learning policies - continuous Accessibility: Remote and on-campus students Coverage: All academic units						
		Assessment and Feedback	No. of students assessed (continuous and terminal) and Time taken to give feedback to the students	Quality: Evidence-based, certified. Special needs accommodation in assessments Publication of grading breakdowns Time: Bi-annual, quarterly or semesterly, Process: Time taken to prepare and submit examination	Academic staff	Nominal or registered	Faculty development workshops, training manuals	Trainers, venue, resources	No fee or institutional sponsorship	Deputy Vice Chancellor Academic Affairs

MDA Strategic Objective	Key Service Area	Output/Service description	Key Performance Indicator	Standard (Quality, Time, Accessibility, Coverage, Process and Frequency)	Target beneficiary	Access criteria	Methodology for Providing Service	Inputs	User fee/contribution by service recipient	Who? (Responsibility Centre/service delivery point)
				results (to School/faculty board, Senate – 2 months from the time of sitting exams. Accessibility: All teaching staff Coverage: Cross-faculty						
RESEARCH AND INNOVATION DELIVERY SERVICES										
High-Quality, Ethical, and Impactful Research and Innovation	Research and Innovation	Research Ethics Committee (REC/IRB) review and decision (approval/conditional/deferred)	• % decisions within TAT (15 working days) • Median days to decision • % serious adverse events (SAE) acknowledged within 2 days	Quality: Accredited REC; quorum & COI Per. Time: 15 working days (expedited); 30 working days (full board). Process: Pre-screen → 1 month allocation → 2	Academic staff; PG students; external collaborators	Complete protocol, consent forms, DMP, training certificates; proof of fee (if applicable)	Receive pre-screen → schedule/expedite → review → communicate decision; manage amendments and continuing review	REC member s; Secretariat; meeting space; e-REC system; SOPs	As per the approved fee schedule, waivers for unfunded student studies	Chief, Directorate of Post Graduate, Research and Innovation

MDA Strategic Objective	Key Service Area	Output/Service description	Key Performance Indicator	Standard (Quality, Time, Quantity, Accessibility, Coverage, Process and Frequency)	Target beneficiary	Access criteria	Methodology for Providing Service	Inputs	User fee/contribution by service recipient	Who? (Responsibility Centre/service delivery point)
				→ meeting decision letter; tracked by ticketing system. Accessibility & Coverage: Online & in-person submissions; all Colleges covered.						
		Supervisor allocation, assignment and feedback on drafts	- No. of supervisors assigned % feedback within 15 days - Median time-to-degree	Quality: Qualified supervisors; agreements signed. Time: Assignment 15 days; feedback 15 days (4 weeks for full thesis). Process: Matching by	PG students	Registration complete; approved research topic	Match supervisor → sign agreement → feedback cycle	Graduate office officers; supervision portal	None	Chief, Directorate of Post Graduate, Research and Innovation

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				expertise; 2 semesters of yr 1 and 1 st semester of PGD feedback logged – continuous Accessibility & Coverage: All units.						
		Viva scheduling and examination	- No. of viva held - Examiner turnaround time	Quality: Qualified examiners; rubrics. Time: Viva within 60 days. Process: Appoint examiners → 2 months before the Viva schedule → 1 month before viva decision. → Immediately after defence Accessibility &	PG candidates	Complete thesis; plagiarism cleared; fees paid	Examiner appointment → viva logistics → decision corrections	Graduate exams office; venues	Candidate pays examination fee (where applicable)	Chief, Directorate of Post Graduate, Research and Innovation

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				Coverage: Hybrid options allowed.						
		Repository of deposit publications and datasets with a DOI	• % OA compliance • # datasets with DOIs • Repository uptime	Quality: Metadata complete; licensing clear; embargoes observed. Time: Deposit within 30 days of acceptance; uptime $\geq 99\%$. Process: Self-deposit $\rightarrow$ Within 30 days of acceptance. librarian review $\rightarrow$ Within 1 month after acceptance DOI $\rightarrow$ release. Accessibility & Coverage: Public repository; campus &	Researchers; students; public; policymakers	Acceptance proof, final manuscript; data statement	Self-deposit $\rightarrow$ DOI curation $\rightarrow$ DOI minting $\rightarrow$ public release	Librarians; repository platform; DOI service; ICT	None	Chief, Directorate of Post Graduate, Research and Innovation

MDA Strategic Objective	Key Service Area	Output/Service description	Key Performance Indicator	Standard (Quality, Time, Quantity, Accessibility, Coverage, Process and Frequency)	Target beneficiary	Access criteria	Methodology for Providing Service	Inputs	User fee/contribution by service recipient	Who? (Responsibility Centre/service delivery point)
		Plagiarism detection and prevention	% of assessments screened for plagiarism	remote access. Quality: 100% of written work screened using Turnitin or equivalent; Time: Screening completed before grading. Process: Automated plagiarism detection Continuous Accessibility: Students trained on integrity policies. Coverage: All written assessments	All students	Submission of written work	Plagiarism reports, academic integrity workshops	Detection software, training modules	None	Chief, Directorate of Post Graduate, Research and Innovation
		Research Capacity and Infrastructure	At least one well-equipped research	Quality: Adequate, modern, and well-maintained	All staff and students	Academic staff, postgraduate	Through required laboratories, equipment,	As per approved budget	None	Deputy Vice Chancellor Academic Affairs.

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			facility per relevant faculty/depart ment and 80-90% of research equipment is operational and maintained	research facilities, equipment, and digital resources Time: Available and operational according to the academic and research schedules Process: Structured procedures for planning, acquisition, management, and maintenance of research infrastructure - continuous Accessibility: Accessible to academic staff, postgraduate students, and approved collaborators		students, and approved undergraduate research ers involved in research activities .	software, and other research facilities.			

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		Research productivity	Number of Publication Output (Quantity) in recognized journals Per year	Quality: Recognized academic and professional standards Time: Produced and disseminated within agreed research timelines and academic cycles Process: Structured processes including proposal development, ethical review, research implementation, peer review, and dissemination. For example; At least 2 publications per academic staff	All academic staff All post-graduate students	Website and other media platforms	Website and other media platforms	None	As per the approved budget	Directorate of Post Graduate, Research and Innovation

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				per year 1 book or book chapter per department per year 1-2 conference presentations per staff per year 1 report per funded research project 3-5 funded research projects per faculty per year. Accessibility: Accessible to the academic community, policymakers, and the public.						
		Innovation and knowledge transfer	At least 10 research innovations or	Quality: Research outputs should be innovative,	students, academic staff, industries,	University staff member, research	Delivered through structured process	Research fund	None	Chief, Directorate of Post Graduate, Research and

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		(Basic and Applied research)	technologies are developed annually, with a minimum of 3 commercialised or adopted by industry or communities	peer-reviewed where applicable, ethically conducted, and aligned with national and community development needs. Time: 6–12 months after completion of the research project. Process: Idea generation - 1 month Research prototype development – 1-3 months Intellectual property – 1 month, protection, commercialization	government institutions, and local communities	er, student, or recognized external collaborator				Innovation

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				on, or community adoption monitoring and evaluation - Continuous. Accessibility: Through innovation hubs, university repositories, exhibitions, publications, and partnerships with industry and communities.						
		Research collaborations & partnerships	Number of active research collaborations and partnerships	Quality: Reputable Organizations/ Institutions should result in meaningful research outputs such as publications, or innovations, or	Academic staff, researchers, or postgraduate students of the university	Academic staff, researchers, or postgraduate students of the university	Delivered through structured process	Research funds	None	Chief, Directorate of Post Graduate, Research and Innovation

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				policy contributions. Time: 1–3 months after submission and review. Process: The collaboration process should follow structured steps within a period of 6 months from the start. Quantity: Minimum number of new collaborations annually						
		Ethical governance and impact	Number of approved research policies, guidelines, and frameworks	Quality: Compliance with institutional policies, ethical standards, and international research best	Academic staff, researchers, or postgraduate students of the university	Academic staff, research ers, or postgraduate students of the	Through clear policies, ethical oversight, monitoring, and impact assessment, to guarantee that research	Research fund	None	Chief, Directorate of Post Graduate, Research and Innovation

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				practices. Time: As provided in the guidelines Process: Follow a structured process and should be a continuous exercise Accessibility: Accessible to all researchers, staff, students, and research partners through the research office or institutional platforms.		university	activities produce measurable benefits to society, industry, and policy development.			
		Data Management Plan (DMP) registration and ethics forwarding	- No. of projects with approved DMP - Time to forward to	Quality: DPIA for high-risk data; secure storage. Time: DMP approval within	PIs; research teams	Project registration; REC approval (for forwarding)	Online DMP template; help-desk support	RGO analysts; ICT systems; templates	None	University Secretary

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		to national systems	national clearance	5 working days; forwarding to national systems within 3 days after REC approval. Process: Template completion → 2-3 weeks review → 2-3 weeks approval → 2-3 weeks forwarding. Accessibility & Coverage: University-wide via research portal.		ng)				
		Structured training workshops (grant writing, research methods,	- No. of workshops % trained - Pre/post-test scores	Quality: Accredited trainers; practical modules. Time: At least a monthly research seminar	Academic staff; PG students; administrators	Registration via RGO/D RGT; priority for active	Training calendar participant registration delivery feedback survey	Trainers; training material; venues; ICT platform	No direct fee; covered by research development budget	Chief, Directorate of Post Graduate, Research and Innovation

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		data management, open science)		Process: Registration – 1-3 weeks Needs assessment → within 1 month design → 1-3 weeks delivery → 1-3 weeks evaluation - Continuous Accessibility & Coverage: Open to all Colleges/Faculties		researchers and PG students		s	or donor support	
		Refresher in modules integrity, data stewardship, and innovation every 2 years	% staff completing refresher training - refresher modules delivered - Compliance with integrity training standards	Quality: Modules accredited; content updated. Time: Online/short course every 24 months. Process: LMS modules with certification – Within 2 years.	Research staff; administrators	University employment; registered researchers	LMS module → completion tracking certificate →	LMS platform ; content development; trainers	None	Chief Directorate of Post Graduate, Research and Innovation

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				Accessibility & Coverage: University-wide; online access.						
		Research risk register updates	Risks logged	Quality: Risk ratings documented. Time: Quarterly updates. Process: Risk identification & update reports Continuous exercise Accessibility & Coverage: University-wide.	All faculties; management	Registered research units	Departmental updates → central consolidation	Risk officers; templates	None	Chief, Directorate of Post Graduate, Research and Innovation
		Regulatory alignment	% compliance gaps closed - Reviews completed	Quality: Alignment with UNCST, funders, OECD, and UNESCO. Time: Bi-annual. Process: Gap analysis → Within 1 month compliance plan – overall 5-10	Management ; funders	Research records	Review benchmarking → compliance action	Legal/policy staff; reviewers	None	Chief, Directorate of Post Graduate, Research and Innovation

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			and the number of routine inspections conducted	procurement, engineering, and maintenance procedures which is a continuous exercise.						
		Utilities and Resource Management	Percentage of Uptime of Essential Utilities	Quality: Utilities provided in a safe, reliable, and efficient manner, meeting national standards and user requirements. Time: Failures or interruptions in utilities are addressed within 2-24 hours, depending on severity Accessibility: Accessible across all university campuses and facilities.	Students and Staff	All University Stakeholders	Physical construction/renovation of the infrastructure.	Technical Expertise (Consultants, Contractors for design and construction supervision) Structural and Architectural etc	N/A	Deputy Chief, Estates and Works Department

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				Process: Through monitoring systems continuous maintenance schedules, and reporting channels, following institutional policies						
		Transport mobility services	Percentage of institutional vehicles operational and available for scheduled transport Level of satisfaction among students and staff regarding transport reliability, safety, and comfort.	Quality: Transport services meet institutional and national transport standards. Time: Transport requests are responded to within 30 minutes to 2 hours depending on urgency. Scheduled trips adhere strictly to timetables. Accessibility:	To all staff and students	As per the transport guidelines	Through systematic procedure	As per the guidelines	None	Deputy Chief, Estates and Works Department

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				To all authorized users. Process: Services follow institutional transport policies and scheduling procedures which is continuous.						
		Furniture and Equipment provision	Percentage of classrooms, offices, labs, and library spaces adequately furnished with required furniture and equipment. Percentage of equipment (computers, projectors, lab instruments, printers) in proper	Quality: Furniture and equipment are durable, safe, ergonomically designed, and meet institutional requirements and user needs. Time: Procurement and delivery of new items adhere to approved timelines. Quantity:	Staff, Students and other stakeholders	Staff, Students and other stakeholders	Through institutional procurement processes, ensuring quality, safety, and cost-effectiveness.	As per the budget	None	Deputy Chief, Estates and Works Department

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			working condition.	Adequate furniture and equipment are provided to meet the needs of all classrooms, offices, labs, libraries, and other facilities. Frequency: per institutional asset management plans.						
		Campus Environment and Landscape Management	Percentage of campus areas maintained in clean and hygienic condition (classrooms, offices, walkways, gardens, hostels)	Quality: Campus environment is maintained to high cleanliness, safety, and aesthetic standards; landscapes are well-designed and sustainably managed Time: Routine landscaping and maintenance are conducted as	To all staff and students	Staff, Students and other stakeholders	Through schedules based on campus size, usage, and environmental standards.	None	None	Deputy Chief, Estates and Works Department

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				scheduled. Quantity: Adequate waste bins, landscaping and coverage, and cleaning equipment are provided Process: Conduct according to institutional procedures which is continuous.						
		Infrastructural planning and management	Percentage of Infrastructure Projects Completed on Time	Quality: Projects planned according to approved engineering, safety, and sustainability standards. Time: Implemented according to approved timelines Process:	All students and staff	Students and staff	Through structural procedure	None	None	Deputy Chief, Estates and Works Department

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				Should follow a structured workflow within 3-6 weeks. Coverage: Planning and management cover all university campuses, buildings, roads, utilities, and support facilities.						
		Sports Facility Utilisation	Percentage of sports facilities (fields, courts, gymnasiums, tracks, etc.) actively used relative to available capacity.	Quality: Facilities meet national and institutional sports standards. Time: During official university hours Accessibility: Facilities are accessible to all students, staff, and authorized visitors Process: Through a booking system, sports office, or scheduled	To all students and staff	Students, staff and other stake holders	Based on academic calendar, sports programs, and user demand.	As per budget	None	Deputy Chief, Estates and Works Department

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				programs, following MMU sports policies at least weekly						
ICT-DIGITAL INFRASTRUCTURE										
To Improve the physical and ICT infrastructures in line with the University needs		Network and Internal Services	At least 90% coverage in academic and administrative areas. Number of fiber optic cables laid	Quality: Reliable, secure, and high-speed internet connectivity with minimal downtime. Time: Resolve within 2-4 hours for minor faults and within 24 hours for major technical failures. Quantity: Provide adequate bandwidth capacity. Accessibility: To all authorized users.	Students and Staff	All University Stakeholders	Physical construction/renovation of the infrastructure.	Technical Expertise (Consultants, Contractors for design and internal staff)	Functional fees	Chief, ICT

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				Process: Structured ICT service management process done on a daily basis. Coverage: At least 85–90% of institutional operational areas.						
		Data Management & Storage	At least 99% system uptime for data availability and 100% successful data backups rate 100% Compliance with Data Governance Policies	Quality: Encrypted, secure servers, access controls, and backup systems Time: Available 24/7 Quantity: Adequate digital storage capacity Accessibility: By authorized users (staff, management, and approved	Staff	Staff	Through systematic process	Financial Resources Procurement guidelines and regulations	None	Chief, ICT

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				researchers) Process: Follow a structured process – Done every 3 months						
		Cybersecurity & Information Access	Zero critical breaches on System Security Incident Rate. 100% compliance and systems update At least 99% uptime Information System Availability	Quality: Compliance with data protection and cybersecurity policies Time: Security incidents should be detected and responded to within 30 minutes to 2 hours Quantity: Adequate cybersecurity tools such as firewalls, antivirus systems Accessibility:	Institution, Staff & Students	Staff	Through secure login credentials and role-based permissions.	As per the budget	None	Chief, ICT

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				Secure and controlled access to institutional information systems Coverage: All institutional digital platforms Process: Should follow systematic procedures though done on a daily basis						
		Digital Library & Information Access	At least 99% availability At least 80% of registered users and At least 85% satisfaction	Quality: Provide reliable, authentic, and up-to-date digital academic resources Time: Accessible 24/7 Quantity: Maintain adequate subscriptions to	Staff Students and Researchers	All registered stakeholders	Through institutional login credentials, library portals, or VPN services for remote access.	As per the budget	None	University Librarian

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				digital journals, databases, and e-books relevant to academics Accessibility: To all registered students, academic staff, and researchers. Process: Should follow systematic procedures and continuous on a daily basis.						
		ICT Infrastructural Development and Innovation	At least 1-3 projects annually on the ICT Infrastructure Expansion Rate At least 20-30% of systems are upgraded per year	Quality: Compliance with national ICT standards and institutional policies. Time: Within approved project timelines Quantity: Adequate ICT infrastructure	All units Students & other stakeholders	Staff, students, and other authorized stakeholders	Through consultations with departments, management, and stakeholders	As budgeted	None	Chief, ICT

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				resources Accessibility: To all authorised users Process: Follow systematic procedures. Done bi-annually						
LIBRARY RESOURCES										
To improve the physical and ICT infrastructures in line with the University's needs		Accessibility and Inclusivity	Percentage of library services and resources accessible to all users, including persons with disabilities and remote learners	Quality: Library services are provided in accordance with university and national accessibility guidelines. Time: Within 5–10 minutes during working hours; response to online accessibility requests within 24 hours.	All Students and Staff	All University Stakeholders	Through physical and electronic databases, institutional repositories, and online catalogues, to enable access for remote and distance learners.	Financial Resources	Library fees	University Librarian

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				Accessibility: To all users, including students with disabilities, distance learners, staff, and researchers, through both physical and digital platforms. Process: Through the library help desk, online platforms, assistive technology stations, or through library staff support, following established library service procedures on a daily basis						

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		User support and Literacy	Number of Information Literacy Training Sessions Conducted per Semester Percentage of Students and Staff Trained in Information Literacy	Quality: Service delivered by qualified library staff using up-to-date information resources, training materials, and digital tools Time: Within 5–15 minutes at the help desk and within 24 hours for online or email requests. Accessibility & Process: Through physical help desks, online platforms, email support, and digital tutorials on a daily basis.	All Students and Staff	All University Stakeholders	Through the reference desk and consultation services to assist users in locating information, conducting literature searches, and using citation tools	As per the budget	Library fees	University Librarian

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				Coverage: Entire university community						
		Learning Environment & Infrastructure	Percentage of seating capacity available relative to the student population. Percentage of computers, internet access points, and digital equipment functioning effectively.	Quality: Provision of safe, comfortable, well-lit, and conducive learning environment equipped with adequate furniture, ICT facilities, and internet connectivity. Time: Maintenance issues on facilities are addressed within 24–48 hours. Process: Through the library service desk or open	To all students and Staff	All students and other university stakeholders	Through Computers, internet connectivity, Wi-Fi access points, and digital research tools	Library fees	Library fees	University Librarian

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				access reading areas following library use guidelines within 2 days. Frequency: Available daily during library operational hours.						
STUDENT SUPPORT SERVICE DELIVERY INDICATORS										
Holistic and Inclusive Student Welfare, Support, and Engagement Services	Student Support Service Delivery	Accommodation services	No. of decent hostel	Quality: Delivered in a responsive, reliable, accessible, and student-centered manner by qualified staff using adequate resources to enhance student wellbeing, academic success, and overall university experience."	Registered students or Admitted students who have paid for accommodation	Admission letter for all students Proof of full payment for private students	Accommodation /warden's office	Accommodation facilities	Accommodation fees	Dean of Students

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				Time: As provided in the guideline						
		Outbound study exchange	% of students placed	Quality: 100% curriculum-aligned; Time: 3 months; Process: Learning agreement signed within 3 months Accessibility: Online portal; Coverage: $\geq 10\%$ students/year	Undergraduate & graduate students	Academic clearance + host acceptance	Online application coordinator support	MoUs, funding, academic approval	Subsidized	Dean of Students
		International internships	No. of internships completed	Quality: Host vetted. Time: 2 months' prep; Process: Internship agreement signed within 2 months before commencement Accessibility: Inclusive formats; Coverage: $\geq 5\%$	Final-year students	Internship offer + academic approval	Internship matching + visa support	Host agreements, funding	Partial contribution	Academic Registrar

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		Crisis response for students	No. of cases handled	students/year Quality: 24/7 hotline; Time: Immediate; Process: Emergency protocol as and when it occurs. Accessibility: Hotline + app; Coverage: All students abroad	Students abroad	Active mobility status	Hotline embassy coordination +	Emergency contacts, staff	None	Dean of Students
		Mobility scholarships	No. of scholarships awarded	Quality: Transparent criteria; Time: 1 month before travel; Process: Application + review within 3 months Accessibility: Online portal; Coverage: ≥50 students/year	Eligible students	Academic merit + need	Scholarship call selection panel +	Donor funds, admin	None	Academic Registrar

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		Post-mobility alumni network	No. of alumni engaged	Quality: Active alumni platform; Time: 3 months' post-return; Process: Registration + updates – 1-3 months; Accessibility: Online; Coverage: ≥70% of returnees	Mobility alumni	Completed mobility	Alumni portal + events	IT system, staff	None	Dean of Students
		Induction for new students	% of students attending	Quality: Covers academic, social, and safety info; Time: Within the first 2 weeks; Process: Scheduled sessions – within 1 month after the start of the semester; Accessibility: Multilingual formats; Coverage: All new students	New students	Admission confirmation	Online physical sessions +	Guides, facilitators	None	Dean of Students

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		Counselling and wellness & health support	No. of sessions delivered	Quality: Licensed professionals; Time: ≤7 days from request; Process: Confidential sessions conducted as and when it occurs; Accessibility: Private, inclusive spaces; Coverage: All students	All students	Self-referral or staff referral	Booking system + hotline	Counselors, rooms	None	Dean of Students
		Career guidance and placement	No. of students placed	Quality: Employer-vetted placements; Time: ≤1 month for matching; Process: CV clinics + job boards; Accessibility: Online portal; Coverage: Final-year students	Final-year students	Active enrolment + CV	Career portal + workshops	Employers, advisors	None	Dean of Students office

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		Scholarships and bursaries	No. of awards granted	Quality: Transparent criteria; Time: ≤1 month before semester; Process: Application + review within 3 months; Accessibility: Online forms; Coverage: ≥500 students/year	Needy and meritorious students	Application eligibility	Call for applications + panel	Donor funds, admin	None	Academic Registrar
		Inclusive learning services to offer disability support	% of students supported	Quality: 100% compliance; Time: ≤2 weeks before semester; Process: Accommodation plan – 1 month before the start of the semester; Accessibility: Adaptive formats; Coverage: All eligible students	Students with disabilities	Medical documentation	Disability plan + liaison	Advisors, tech tools	None	Academic Registrar
		On-campus medical care	No. of visits	Quality: Licensed practitioners;	All students	Student ID	Clinic + referral system	Medical staff, supplies	Minimal	Dean of Students

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				Time: ≤1-hour wait; Process: Walk-in appointment as and when need arises; Accessibility: Inclusive clinic; Coverage: All students						
		Legal information and support	No. of cases referred	Quality: Verified legal partners; Time: ≤5 working days; Process: Referral system as and when it is needed; Accessibility: Confidential access; Coverage: All students	Students in legal distress	Referral request	Legal partner network	Legal advisors	None	Dean of Students
		Student leadership and clubs	No. of active clubs	Quality: Constitution-based; Time: Annual registration;	Student leaders	Club registration	Club fair + funding	Advisors, budget	None	Dean of Students

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				Accessibility: Inclusive participation; Coverage: All faculties						
		Accessible and effective Psychosocial support.	% of students aware of psychosocial services and Availability of counselling services	Quality: qualified and licensed counsellors or psychologists, Time: Initial response within 24-48 hours, Emergency or crisis cases should be attended to immediately or within the same day. Process: Awareness and referral → within 24-48hrs intake assessment → Immediate counseling intervention → within 24-48 hrs. follow-up support → referral to specialized	Registered students Appointed Staff Community	Valid student ID and registration	Walkins Appointment scheduling Case referrals Emergency Access	Counselors Conducive Counseling room/environment Counseling materials/resources	Student services	Dean of Students

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				services if needed. Accessibility: student-friendly, confidential, and accessible to students with disabilities. Coverage: All students and staff.						
		Inclusive, high quality and accessible sports and recreational services .	No. of Participants in a minimum of 15 organized sports disciplines At least 12 Games and Sports Union Executive meeting and 4 Games and Sports Union Council meetings held Talent development and	Quality: Well-maintained facilities, safe equipment, and qualified coaches or instructors. Time: In a clear and timely schedule each semester. Process: Clear procedure for registration, participation, facility booking, and equipment use – within 24 - 48 hrs Accessibility:	Registered students	Valid student ID and registration	Training of students Selected talented students for competitions	Sports Office Sports facilities Sports equipment Sports Trainers and staff	Sports fees	Dean of Students

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			Scholarship Participation in at least 5 local, national and 1 regional sports competition	Easily accessible to all students and staff, including persons with disabilities. Coverage: A wide range of indoor and outdoor activities, Frequency: Available regularly throughout the academic year, with access to facilities.						
		Student governance and mentorship	Guild structure and representation in different organs filled at 100%	Quality: Well-structured, transparent, and guided by university policies. Time: Within the academic calendar timelines. Process: Clear	GRCs	Valid student ID and registration	Organise guild elections and swearing ceremony in guild office	Guild fees Guild office	Guild President	Dean of Students

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				procedures for electing student leaders done annually, reporting student concerns, assigning mentors, and resolving student issues – within 24 – 48hrs. Accessibility and coverage: all students across faculties, departments, and study levels,						
		Student co-curricular services	No. of co-curricular services/events per semester.	Quality: Well-organized, relevant to student development, and supervised by qualified staff or trained coordinators. Time: In a way	Student community	Valid student ID and registration	Guild Offices	Guild fees	Guild Guild Fees	Dean of Students

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				that does not interfere with academic programs Process: Clear guidelines for registering clubs and societies, organizing activities, accessing university facilities, and requesting funding or support – within a year Coverage: various areas such as cultural activities, leadership programs, debate clubs, innovation hubs, volunteer work, academic clubs, entrepreneurship activities, and community engagement across all faculties and study levels.						

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		Religious and spiritual services	No. of religious and spiritual sects	Quality: Respectful, inclusive, and guided by recognized religious leaders & chaplains. Time: At convenient times that do not interfere with academic programs, Process: Clear procedures for organizing religious gatherings, accessing prayer spaces, inviting religious leaders, and coordinating spiritual activities on a weekly basis. Coverage: Different religious groups represented within the university community.	Registered students and the entire university community	Open to the University Community	Through Preaching, Group and Individual Counselling Appointment scheduling	Chapel Mosque Imam and Chaplains	Students and University Community Services	Dean of Students

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GOVERNANCE SERVICE DELIVERY INDICATORS										
Strengthened Governance, Institutional Management, Accountability Systems	Leadership and Governance	Approved university policies and regulations (Policy direction and oversight function)	No. of policies approved, Policy Approval Turnaround Time, Policy Implementation Rate, Compliance rate and stakeholder participation rate.	Quality: Compliant to regulatory bodies and approved by the appropriate governance bodies (e.g., Management, Senate, or Council). Time: reviewed and approved within a reasonable timeframe, normally 3–6 months from submission. Process: a clear and transparent process for policy development, including identification of	All staff, students & other stakeholders	Open to all	Website, social media platforms, seminars/workshops	None	University income i.e. fees	Chairperson, University Council

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				policy needs, drafting, stakeholder consultation, review by relevant committees, approval by Senate or Council, dissemination, and implementation – 1- 6months. Accessibility: Easily accessible to staff, students, and stakeholders through the university website, policy manuals, and internal communication platforms						

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		Strategic plan and institutional development	≥ 85% of strategic plan initiatives implemented on schedule per academic year.	Quality: Well-researched, evidence-based, realistic, and aligned with the university's mission, vision, and national higher education policies & NDP IV Time: completed within a defined period, typically 6-12 months Process: follow a structured, participatory, and transparent process within 6-12 months	All staff, students & other stakeholders	Open to all	Website, social media platforms, seminars/works hops	None	None	Chief, Planning and Resource Mobilization
		Accountability and compliance	Compliance rate and timelines	Quality: compliance with national	To all staff, students and other	Open to all	Website	None		Vice Chancellor

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		reports		regulations, audit standards, and internal policies. Time: produced and submitted within the required timelines Process: Data collection, verification, analysis, report drafting, internal review, approval by management/governing bodies, and dissemination within 3 months. Accessibility and coverage: Easily accessible to internal and external stakeholders and covered by all	stakeholders					

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				departments, faculties, units, and campuses.						
		Council and Senate decisions & resolutions	≥ 90% of meeting agenda items resolved within the planned meeting cycle	Quality: Compliant with laws, and guided by best governance practices. Time: Within the scheduled council or senate meeting timelines Process: According to the statutory schedule	All stakeholders	Access to all	Meetings, workshops/seminars Website	None	None	Chairperson, University Council
		Coordination of University committee and Mgt structure	Compliance	Quality: Efficient, transparent, and well-documented committee operations. Time: scheduled and held on time	All staff	To all stakeholders	Meetings, workshops/seminars Website	None	None	Vice Chancellor

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				Process: According to statutory or approved schedules Accessibility: To committee members, management, and relevant stakeholders						
		Annual risk register; independent audit reports with follow-up; continued improvements in university operations.	Risk register updated quarterly; $\geq 90\%$ audit recommendations closed within 12 months; Timely insights and foresight provided.	Quality Assurance and improvement program; Competency framework; Independence and professional qualification	University Council, Top University management, government oversight bodies, partners,	Audit Reports, Timely insights and foresights, transparent decision-making, timely publication of risks/resolutions, and	Scheduled meetings, Awareness workshops	Process Risk registers, Internal Audit framework, Risk management framework, Financial and non-	Transparent reporting, cooperation during audits	Deputy Chief, Internal Audit

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						Awareness workshops		financial data.		
ADMINISTRATIVE PROCESSES										
		Advert for admission released	The date of the advert The number of programs advertised Clear admission criteria for each program ≥ 80% of the target audience is exposed to admission adverts via multiple channels	Quality: programs offered, entry requirements, application procedures, and deadlines Time: At least one month before the application window opens, and reminders are issued before the closing date. Process: Should be issued annually for each enrollment cycle. Accessibility: online platforms, physical brochures, radio,	Applicants to programs of study, and parents/Guardians, NCHE, MoE&S, Sister Institutions, Dev't Partners	Print media, University website, Social media platforms	Advertise in newspapers, upload on the university website and post on social media platforms	Funds for print media adverts	Within operational costs	Academic Registrar
								List of approved programs	Admission criteria for each program	

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				TV, and newspapers.						
		Admission letters issued to admitted students	≥ 90% of admitted students receive letters through the selected communication channel.	Quality: Clear, professional, and contains complete and accurate information Time: As per the University guidelines. Process: Issued once per admission cycle Accessibility: Through accessible channels,	Students and Parents	University website	Admission letters issued to admitted students	None	Within operational costs	Academic Registrar
		Orientation of new students	≥ 90% of admitted students participate in orientation.	Quality: Orientation schedule drafted and presented. Time: Orientation done within the first	All newly admitted students	Admitted students of the university	Physical meetings and engagements	List of admitted students per program	No user fees Within operational costs	Academic Registrar

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				week of the semester Process: Planning and scheduling the program within the first month of semester one. Coverage: academic policies, administrative procedures, student support services, campus culture, co-curricular activities, and student governance						
		Students enrollment and registration	≥ 90% of students registered within the official registration	Quality: Accurate, efficient, transparent, and user-friendly. Time: Within	All students undertaking programs at the university	Enrolment and registration done through the	Students' portal	None	Full payment of all fees dues to the university as	Academic Registrar

MDA Strategic Objective	Key Service Area	Output/Service description	Key Performance Indicator	Standard (Quality, Time, Quantity, Accessibility, Coverage, Process and Frequency)	Target beneficiary	Access criteria	Methodology for Providing Service	Inputs	User fee/contribution by service recipient	Who? (Responsible Centre/service delivery point)
			window	the official registration period Process: As per the guidelines – within 2 month after the start of the semester Quantity: All admitted students Coverage: All students across programs, levels (undergraduate and postgraduate), and campuses.		individual students' portal on the system			stipulated in the admission letter	
		Academic calendar	Academic calendar is published at least one month before the start of the academic	Quality: Aligned with institutional policies and NCHE guidelines. Time: Developed and approved before	All staff and students	University website, social media platforms	Students' portal University website Notice boards	Students' portal University website	Within operational costs	Academic Registrar

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			year.	the start of the AY Process: As per the guidelines -2 months before the start of a new AY.				Notice boards		
		Academic transcripts	Number of academic transcripts issued on graduation day	Time: Date of graduation set and communicated Quality: Academic transcripts printed and ready for issuing on graduation day. Official university logo, seal/stamp, and authorized signature.	All graduands	All graduands shall individually receive their transcripts	Academic transcripts signed for and issued to individual graduands	Approved academic results Timely procurement of transcript material, s, printers	No user fees Within operational costs	Academic Registrar

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				Process: As per the guidelines – Date of graduation Registrar's office						
		Monthly salaries	Timely payment of salaries to all staff	Quality: Accurately computed salary scales Time: At least between 20th – 30th Of every month Process: As per the Human Resource Manual and Public Service Standards – Every end month (25th – 30th) Coverage: All staff	All staff on the payroll	All staff salaries paid through their individual bank accounts	Through the IPPS by EFT direct transfer to individual bank accounts	Computerized payroll system Wage bill Appointment letters	Within operational costs	Chief, Human Resource Management

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COMMUNITY ENGAGEMENT SERVICE DELIVERY INDICATORS										
Enhanced Community Engagement and Social Responsibility	Community Engagement	Mutuality and Reciprocity	At least 60-70% of community projects are planned jointly with community representatives.	Quality: Demonstrate mutual benefit and ownership between the university and the community. Time: Within agreed timelines. Process: participatory and transparent process involving needs assessment, joint planning, implementation, monitoring, and evaluation – 1-3 months Accessibility: easy access to engagement	All Students All academic staff & The Community	All stakeholders through community liaison offices, local leaders, or university websites	Joint planning between the university and community representatives.	As per the budget	None	Deputy Vice Chancellor, Academic Affairs

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				opportunities and communication channels with the university. Coverage: Reach diverse community groups and geographical areas						
		Service Learning (Pedagogy)	No. of students and staff engaged in community engagement	Quality: Well integrated into the curriculum and address real community needs while enhancing student learning outcomes. Time: Within the academic semester or course duration Process: Structured pedagogical	Students, Staff and community	All registered students enrolled in courses that integrate service learning components. Partnerships with	Through a structured process that includes community needs assessment, curriculum integration, partnership development, student preparation, supervised service activities,	As per the budget	None	Deputy Vice Chancellor, Academic Affairs

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				process – 1 – 4 months Accessibility: Equal opportunity to participate in service-learning activities		community organisations, schools, NGOs, and local institutions	reflection, and evaluation.”			
		Engaged Research (Scholarship)	No. of collaborations between the institution and the community and other partners	Quality: Credible academic outputs and practical solutions to community problems Time: According to approved research timelines and academic schedules. Process: Participatory and	Academic staff, administrative staff, students, and recognized community partners	Publicly available to all stakeholders		None	As per the budget	Deputy Vice Chancellor, Academic Affairs

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				collaborative methodology – 1-3 months Accessibility: Accessible to community stakeholders and policymakers.						
		Institutional Commitment	At least 60% of academic staff and 50% of students participate in community engagement activities annually.”	Quality: Strong institutional support for community engagement through policies, leadership commitment, and resource allocation. Time: planned and implemented according to the university's strategic plan and annual operational plans.	Academic staff, administrative staff, students, and recognized community partners	Publicly available to all stakeholders		None		Deputy Vice Chancellor, Academic Affairs

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				Process: Structured institutional procedures including planning, approval, implementation, monitoring, and evaluation - Continuous Coverage: Extend across different faculties, departments, and communities within the university's catchment area.						
		Economic and Social Impact	Minimum 3-5 communities per academic year	Quality: A significant number of communities or beneficiaries Time:	Academic staff, administrative staff, and students, and recognized	Open to all residents in the target area		None	None	Deputy Vice Chancellor, Academic Affairs

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				Implemented and sustained according to project timelines Process: Structured, participatory, and evidence-based approach - 1 yr. Coverage: Reach diverse sectors	community partners					

2.2 Roles and Responsibilities of Internal Stakeholders

To achieve SDS,

- a) University Council must oversee and approve policy.
- b) The Senate should uphold academic service standards.
- c) Top University Management (TUM) should provide leadership and efficient resource allocation, and provide accurate and timely information regarding university processes.
- d) Deans/Heads of Departments implement SDS at the unit level.
- e) Academic Staff should deliver high-quality teaching, assessment, and research.
- f) Administrative Staff should support efficient and customer-focused service delivery through treating all clients with dignity, courtesy, and respect.
- g) ICT Unit should ensure digital service efficiency.
- h) Quality Assurance Directorate to coordinate compliance, monitoring, and continuous improvement.

2.3 Roles and Responsibilities of External Stakeholders

To receive the best service, our Clients (Students, Parents, Suppliers, and the public) are expected to:

- a) Students - Provide feedback, uphold responsibilities, adhere to University rules, regulations, and deadlines (e.g., registration deadlines) and participate in service improvement.
- b) Parents/Guardians - Engage with the University and support student needs.
- c) Government Agencies (NCHE, MoES) - Provide regulation, oversight, and support.
- d) Development Partners - Support research, innovation, and capacity building.
- e) Employers and Industry Partners - Offer collaboration, internship placements, and feedback on graduate quality.
- f) Local Community - Engage in outreach and community development programs.

3.0 Monitoring and Evaluation

MMU will ensure strict adherence to the SDS and continuous service improvement through:

- a) Regular internal audits.
- b) Client Satisfaction Surveys are conducted annually to gauge performance, feedback, and complaints tracking.
- c) Performance Appraisals where Staff will be appraised based on their adherence to these service standards
- d) Continuous updates of service standards based on M&E findings.
- e) Suggestion Boxes Placed at strategic points (Library, Admin Block, Faculty blocks).