



**JARAMOGI OGINGA ODINGA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

ISO 9001:2015

**QUALITY MANUAL
(JOOUST/QM)**

ISSUED BY:

**QUALITY MANAGEMENT
REPRESENTATIVE**

15TH JANUARY, 2018
DATE

AUTHORISED BY:

VICE-CHANCELLOR

15TH JANUARY, 2018
DATE

FOREWORD

Top Management of Jaramogi Oginga Odinga University of Science and Technology (JOOUST) commits to fully implement the ISO 9001:2015 Standard. This commitment is founded on the University's strong desire to provide quality education guided by its vision as a beacon of excellence and global leader in University education for sustainable development.

JOOUST community, including the Council, Senate, staff and students have been involved at all the stages towards the attainment and maintenance of ISO Certification. The participatory process ensured that the principles of this Quality Manual are infused in all the processes and operations of the University.

We undertake to ensure consistency in delivery of quality products and services that meet the expectations of our customers and applicable statutory and regulatory requirements. It is the commitment of the University to integrate Quality Management System based on ISO 9001:2015 Standard in pursuit of our mission of providing quality education that nurtures creativity and innovation through integrated training, research and community outreach for the advancement of humanity.

.....
PROF. STEPHEN G. AGONG', PhD, FAAS
VICE-CHANCELLOR

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0.1 DOCUMENT DISTRIBUTION

S. NO	TYPE	OFFICE
i.	Original	QMR
ii.	Copy	VC
iii.	Copy	DVC, PAF
iv.	Copy	DVC, AA
v.	Copy	DVC, RIO
vi.	Copy	FHs
vii.	Soft Copy	JOOUST Website by password

0.2 DOCUMENT CHANGES

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0.3 VISION, MISSION AND CORE VALUES

0.3.1 Vision

A beacon of excellence and global leader in University education for sustainable development

0.3.2 Mission

To provide quality University education that nurtures creativity and innovation through integrated training, research and community outreach for the advancement of humanity

0.3.3 Motto

Oasis of Knowledge

0.3.4 Core Values

This University is built upon a set of interrelated core values. These values are embedded in beliefs and desired behavior found within JOOUST. The following core values represent the fundamental beliefs that influence the way JOOUST relates and deals with its customers and clients.

i. Fairness

Strive to treat all interested parties with fairness and respect regardless of their culture, gender, creed, race, religion, ethnicity or any other affiliations.

ii. Professionalism

Embrace professionalism as the fountain of its design and delivery of its products and services with innovation and creativity as the hallmark.

iii. Transparency and Accountability

Conduct its affairs with utmost transparency and accountability.

iv. Integrity

Strive to be an inspiring institution, working to ensure and maintain the confidence of interested parties.

v. Meritocracy

Reward its employees and students on merit.

vi. Equity

Embrace gender equity and empowerment in its staff appointments, student admissions and representation in decision-making organs

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0.4 INTRODUCTION

This Quality Manual specifies the policy on Quality Management System of the University based on ISO 9001:2015 Standard and addresses the needs and expectations of interested parties.

Jaramogi Oginga Odinga University of Science and Technology is a premier institution of higher learning, offering academic programmes that are market driven and relevant towards sustainable socio-economic development. The University was established in 2009 as Bondo University College and granted Charter on 13th February, 2013.

The University is committed to the establishment of quality management system that supports the achievement of its strategic direction. The University shall monitor and evaluate its performance for continual improvement to meet customer satisfaction based on ISO 9001:2015 Standard and other applicable statutory and regulatory requirements.

0.4.1 Location and Position

JOOUST main Campus is approximately 2km from Bondo Town in Siaya County, along the Kisumu –Bondo - Usenge highway. It is located 70 Kilometres west of Kisumu City which is readily accessible by road, water and air. The University has a number of satellite campuses.

0.4.2 Academic Programmes and Research Activities

The University has established a number of Schools, Directorates, Centres and Institutes with academic programmes and research activities. The academic programmes leads to conferment of Postgraduate and Undergraduate Degrees and award of Diplomas, Certificates in the various disciplines. The University undertakes research in various niche areas and participates in community outreach. In addition, the University has entered into various partnerships and collaborations and also engages in consultancy services.

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The following are the current Schools, Directorates and Centres:

1. School of Education.
2. School of Humanities and Social Sciences.
3. School of Mathematics and Actuarial Science.
4. School of Biological and Physical Sciences.
5. School of Agricultural and Food Sciences
6. School of Engineering and Technology.
7. School of Business and Economics.
8. School of Spatial Planning and Natural Resource Management.
9. School of Health Sciences.
10. School of Informatics and Innovative Systems.
11. Directorate for Quality Enhancement and Assurance
12. Board of Postgraduate Studies.
13. Directorate, Information and Communications Technology.
14. Directorate for Partnerships and International Affairs.
15. Directorate for Enterprise Services.
16. Centre for Research, Innovation and Technology
17. Centre for Gender Mainstreaming and Development.
18. Centre for Outreach and Extension Services
19. East Africa Community Integration Institute
20. Institute of Cultural Heritage and Material Sciences

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1.0 SCOPE

1.1 General

The Quality Manual is a commitment of the University Management to implement Quality Management System according to ISO 9001:2015 Standard to meet customer needs and those of interested as well as applicable statutory and regulatory requirements.

It consists of the Quality Policy, Quality Objectives and scope of the QMS. It gives short policy statements guiding on how various activities within the QMS shall be undertaken. This manual ensures that JOOUST provides consistent quality products and services in an efficient and effective way.

This Quality Manual has been developed to describe the scope of JOOUST QMS and interactions of core and support functions. It makes reference to documented procedures established for the quality management system. The QM consists of the Quality Policy, Quality Objectives and Scope of the QMS. The QM gives short policy statements guiding on how various activities within the QMS shall be undertaken.

2.0 NORMATIVE REFERENCE DOCUMENTS

The key reference document for this Manual is ISO 9001:2015 Standard. Other references include:

- i. Universities Act 2012
- ii. JOOUST Charter 2013
- iii. JOOUST Statutes
- iv. JOOUST Strategic Plan 2016/17-2020/21
- v. JOOUST Customer Service Charter 2016

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3.0 ACRONYMS, ABBREVIATIONS AND DEFINITIONS

The terms used in this Manual describe quality service/product delivery to customers as follows:

- i. **Quality:** degree to which a set of inherent characteristics fulfill requirements.
- ii. **Customer:** - In this case the main customer is the student, but the term shall also apply to person funding the learner or the organizations that benefit from learning achieved by the learner.
- iii. **JOOST:** Jaramogi Oginga Odinga University of Science and Technology
- iv. **Service:** - refers to teaching, research, consultancy and Outreach by the University
- v. **Product:** refers to approved academic programmes offered by the University
- vi. **Process:** set of related activities needed to achieve desired results.
- vii. **Process approach:** refers to systematic identification and management of activities and their interactions using resources to achieve the intended results
- viii. **Interested parties:** the various stakeholders of the University.
- ix. **QMR – Quality Management Representative:** An officer appointed by the University Management to be in charge of maintenance and improvement of the QMS.
- x. **QM: Quality Manual**
- xi. **Student** – A person registered by the University for the purposes of obtaining a qualification of the University or any other person as determined by the Senate.
- xii. **Procedure:** sequence for undertaking various activities.

For the purposes of this document, the terms and definitions given in the University Statutes and in ISO 9000: 2015, *Quality Management Systems –Fundamentals and Vocabulary* shall also apply.

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4.0 CONTEXT OF THE ORGANISATION

4.1 Context of the Organization

The University has formulated a vision, mission, goals and aims that are relevant to its purpose and give a strategic direction towards achieving its mandate as outlined below. It has established a framework for the achievement of its mission through the development of a 5 year Strategic Plan 2016 -2021 that sets out its strategic direction.

The mission and vision has been communicated to members of staff and students via notice boards, website snapper frames, banners, flyers and in programs for various activities undertaken by the University including staff luncheons and welfare activities.

The Strategic Plan provides a broad road map for the University's internal strategic agenda and outlines the priority activities to be undertaken in achieving its core mandate and positioning itself as a global leader in University education. To achieve the expected outcomes, long and short term targets have been set, defined through Annual work plans. The plan does not provide detailed activities, tasks, targets, multiple-level key performance indicators (KPIs) and the specific timeline for their realization. Consequently, annual work plans are prepared by the Strategic Plan implementation committee in consultation with Deans, Directors and Heads of Administrative and Academic Departments.

The University has determined its internal and external issues that are relevant to its purpose and its strategic direction. The strategic factors influencing its performance are outlined in the University's Strategic Plan 2016/17-2020/21 Pages 12-18.

4.2 Needs and expectations of interested parties

The University has determined its interested parties and their needs and expectations which are relevant to its Quality Management System. These are people, groups and organizations who have a potential effect on the ability of the University to deliver on its mandate. They include students, parents/guardians, staff, county and national governments, community, industry, staff and student unions, professional and regulatory bodies, suppliers, strategic development

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partners, international educational organizations, research and development institutions and institutions of higher learning. **Appendix 6:** indicates an analysis of stakeholder requirements and Appendix II of the Strategic Plan 2016/17-2020/21 (Page 40-41).

JOOUST has conducted an analysis of her stakeholder involvement in order to meet their needs and expectations and monitors, at appropriate intervals, whether these requirements and expectations are fulfilled through satisfaction surveys.

4.3 Scope of Quality Management System

The scope of Quality Management System Certification for JOOUST is provision of higher education, research, outreach and consultancy services at the Main Campus and Kisumu Campus. Kisii Campus shall implement QMS but will not be considered during certification to ISO 9001: 2015.

There are no permissible exclusions since all the requirements of ISO 9001:2015 Standard are applicable to JOOUST.

4.4 Quality Management System and its processes

To implement and continually improve the quality management system, the University has determined the processes needed for the quality management system and their application throughout the University and has:

- a) Determined the inputs required and expected outputs from its processes
- b) Determined their sequence and interaction
- c) Determined and applied the criteria and methods needed to ensure effective operation and control of the processes;
- d) Determined and ensured availability of resources and information necessary to support the operations and monitoring of these processes;
- e) Assigned responsibilities and authorities for its processes

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- f) Addressed the risks and opportunities when planning for its QMS
- g) Evaluated its processes and implemented changes necessary to ensure the processes achieve intended results
- h) Ensured that necessary actions are taken to achieve planned results for improvement.

JOOUST manages all processes in accordance with the requirements of ISO 9001:2015 Standard.

5.0 LEADERSHIP AND COMMITMENT

5.1 Leadership and Management Commitment

Top Management of the University shall demonstrate commitment to the establishment, implementation, monitoring and improvement of the quality management system to ensure it achieves its intended results.

The Management has established a Quality Policy and Quality Objectives that are compatible with the context and strategic direction of the University to guide in achieving its Mission and Vision. It is committed to ensuring the integration of QMS with University business processes and promote the use of process approach and risk based thinking.

Management shall hold scheduled review meetings to ensure suitability, adequacy and effectiveness of QMS and ensure adequacy of resources for its implementation.

5.1.2 Customer Focus

Top Management shall ensure customer and applicable statutory and regulatory requirements are determined, understood and consistently met. The University has a service charter that defines the expectations of and obligations to its customers and interested parties.

It ensures that customer needs and expectations are determined as per procedure

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JOOUST/VC/CCO/OP 24. The Management recognizes that it has three sets of customers; Students, Parents/guardians funding the students and other interested parties with varying needs and expectations. Top Management shall ensure focus on enhancing customer satisfaction is maintained through customer feedback, surveys, compliments and complaints, reports among other and incorporate where possible, positive suggestions into its QMS.

5.3 Quality Policy

Top Management has established, implements and maintains a Quality Policy that is appropriate to the purpose and context of the University and supports its strategic direction.

The Quality Policy provides a framework for the formulation of quality objectives at relevant functions, levels and process and has been communicated, understood and applied within the University. The Quality Policy is a controlled document and has been made available to relevant interested parties as appropriate.

5.4 Organizational Roles, Responsibilities and Authorities.

JOOUST Organization Chart is described **in Appendix 3** of this Manual. It identifies functions (and cross-functions) within the University. The organization chart communicates and facilitates effective quality management.

The University has cascaded the levels of responsibility to a four (4) tier Committee including Management Review Committee (MRC), Quality Management System Implementation Committee (QMSIC), Quality Objectives Committee and Departmental Quality Management System Committees (DQMSCs). The University has further defined the detailed responsibilities in the procedures and job descriptions which are maintained in all functional units.

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5.5 Management Representative

Top Management has assigned the responsibility and authority to Management Representative for ensuring that Quality Management System conforms to the requirements of ISO 9001: 2015 Standard. The responsibilities include:

- i. Ensuring Quality Management System is established, implemented and maintained;
- ii. Reporting on the conformance of the Quality Management System and opportunities for improvement to top management;
- iii. Ensuring the promotion of customer focus throughout the University;
- iv. Ensuring the integrity of QMS is maintained when changes to the QMS are planned and implemented.

6.0 PLANNING

6.1 Actions to address risks and opportunities

The University has determined its internal and external issues and the needs and expectations of interested parties and the risks and opportunities that need to be addressed. The University shall integrate and implement actions to address these risks and opportunities into its QMS, and evaluate the effectiveness of these actions.

6.2 Quality Objectives and planning to achieve them

Top Management shall ensure that quality objectives are established at relevant functions, levels and processes needed for the QMS. The Quality Objectives shall be relevant to conformity of products and services and enhance customer satisfaction.

The Quality objectives shall be consistent with the Quality Policy, be measurable and take into account applicable requirements. The Quality objectives Committee shall approve all quality objectives to ensure conformity to QMS requirements. Top management and FHs shall supervise the implementation, monitoring and evaluation of approved quality objectives at the University and departmental level respectively.

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Top Management shall ensure Quality Objectives are communicated, monitored and updated as appropriate for continued suitability. **(See Appendix 4)**

When Planning to achieve Quality Objectives, the University shall determine what will be done, the resources required, responsibility, when it will be completed and how the results will be evaluated.

6.3 Planning for changes in Quality Management System

JOOUST shall plan and implement changes to the Quality Management System and ensure that any changes do not affect the integrity of the Quality Management System.

7.0 SUPPORT

7.1.1 General

The University has established means of identifying resource needs for effective performance of the teaching and learning processes. The University ensures the availability of resources for the effective functioning of the quality management system as well as those related to meeting customer requirements.

Top Management shall review resource needs annually depending on the budgetary provisions. The allocated resources shall be adequate for the implementation and maintenance of QMS and its continual improvement.

7.1.2 People

The University has determined and engaged competent persons with appropriate education, training, skills and experience for the effective implementation of its Quality management System.

The University has developed a Human Resource and Policy Manual, Schemes of Service (Career Progression) and an Appointments and Promotion Criteria to guide in the engagement of personnel responsible for the operation and control of its processes.

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7.1.3 Infrastructure

The University has determined, provides and maintains infrastructure necessary for the operation of its processes and to achieve conformity of products/services to requirements. These include buildings and associated utilities, process equipment, (both hardware and software), supporting services (such as transport and communication) and information and communication technology.

7.1.4 Environment for the operation of processes

Top Management shall determine, provide and maintain the work environment necessary for the operation of its processes. The environment includes social (non-discriminatory, calm and non-confrontational), burn out prevention, emotionally protective and physical (temperature, heat, humidity, light, airflow, hygiene, noise) among other facilities and supporting items/services necessary for the operation of its processes. The University shall conduct regular audits to ensure conformity to requirements. This audit includes infrastructure, health and safety, housekeeping, culture and work ethics.

7.1.5 Monitoring and Measuring Resources

7.1.5.1 General

JOOUST has determined, planned for, provided and maintains the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of products and services to requirements.

The University shall ensure the resources provided are suitable for the specific type of monitoring and measurement activities and shall be maintained to ensure continuing fitness for their purpose. Appropriate documented information shall be retained as evidence.

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7.1.5.2 Measurement Traceability

The University shall ensure that measuring equipment is calibrated or verified or both , at specified intervals , or prior to use, against measurement standards traceable to international or national measurement standards; when no such standard exist , the basis used for calibration or verification shall be retained as documented information.

7.1.6 Organizational Knowledge

The University shall determine the knowledge necessary for the operation of its processes and to achieve conformity of products and services. The knowledge shall be maintained and be made available to the extent necessary. The University shall consider current knowledge and shall determine how to acquire or access any necessary additional knowledge and required updates when addressing the changing needs and trends.

Organizational knowledge shall be determined from both internal (intellectual property , knowledge gained from experience, lessons learned from failures and successful projects; capturing and sharing undocumented knowledge and experience, the results of improvement in processes, products and services) and external sources (Standards, academia, conference, gathering knowledge from customers or external providers).

7.2 Competence

The University shall:

- i. Undertake Competence and training needs assessment to determine the necessary competence of persons needed for persons doing work under its control that affect the performance and effectiveness of its QMS;
- ii. Ensure that these persons are competent on the basis of appropriate education, training, or experience through training, coaching, mentoring, re-assignment of currently employed persons, hiring or contracting of competent persons.
 - i. Evaluate the effectiveness of the actions taken;
 - ii. Retain appropriate records of education, training, skills and experience.

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7.3 Awareness

The University has ensured that employees are aware of the relevance and importance of their activities and how they contribute to the achievement of its quality objectives; and that persons doing work under the organization's control are aware of:

- i. The University Quality Policy,
- ii. The University and relevant Departmental Quality objectives,
- iii. Their contributions to the effectiveness of the quality management system, including the benefits of improved performance,
- iv. The implications of not conforming with the quality management system requirements.

7.4 Communication

Top Management has identified a communication process (e.g. memoranda, e-mail, land lines and cell phones, other forms of communication and employee meetings) to ensure communication takes place regarding the effectiveness of the Quality Management System. MRC, QMSIC and DQMSCs minutes, Internal Quality audit reports summary and performance information are sent by e-mail to functional heads for necessary action. QMSIC members have an e-mail portal where information is shared. Departmental meetings shall proffer communication on the QMS and customer feedback issues as well as improvement opportunities for QMS.

The University has developed a Communications Policy to guide on what is to be communicated, when to communicate, with whom to communicate, how and who shall communicate.

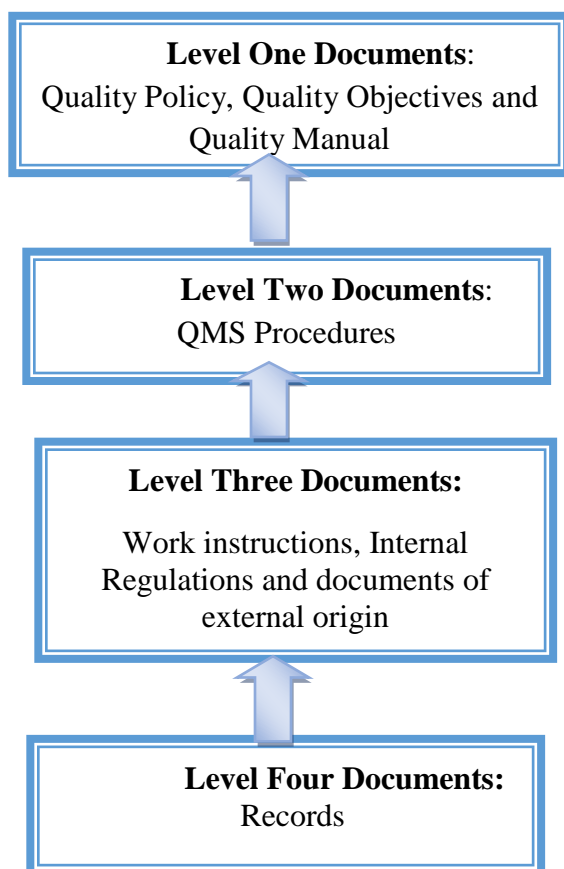
7.5 Documented Information

The University's quality management system shall include documented information required

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by ISO 9001:2015 Standard and those determined by the University as necessary for the effectiveness of its QMS. The University shall control documented information as indicated in Clause 4.2 of this Quality Manual.

QMS documentation in the University include:



The scope of documentation is in accordance with types of activities, complexity of processes and their interaction within the University. JOOUST has developed a procedure **JOOUST/OP/01** to ensure that the QMS documents are maintained and controlled. The control mechanism includes approval, review, revision, legibility, identification and availability.

Documents in the system prior to 15th January, 2018 are considered approved retrospectively or considered for review where necessary. Where not otherwise specified, the document effective date may be considered as five (5) days after the approval date shown on

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the document.

All QMS records within JOOUST shall be kept as per Procedure for Control of Records, **JOOUST/OP/02** to provide evidence of conformity to the requirements and the effective operation of the quality management system. Records shall be legible, readily identifiable and retrievable. **JOOUST/OP/02** defines controls needed for the identification, storage, protection, retrieval, retention and disposition of records.

8.0 OPERATION

8.1 Operational Planning and Control

The University plans, develops, implements and controls the processes needed for product and service realization and implements actions taken to address risks and opportunities to ensure its QMS achieves its intended results.

Planning shall be done at different stages of its educational services, including curricula design and review, delivery, learning assessment and follow-up, support, resource allocation and monitoring and evaluation criteria.

Note: Quality Management System Documentation and Customer Service Charter describe how the processes and resources of Quality Management System are applied for a specific products and services.

8.2 Requirements for Products and Services

8.2.1 Customer Communication

JOOUST shall determine and implement effective arrangements for communicating with customers. Such arrangements include use of website, brochures, press releases, letters and meetings among others. The University shall establish a mechanism for resolution of customer complaints as well as receiving customer feedback. The University shall at all times ensure that these communication methods are effective and customers receive the appropriate attention and information.

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8.2.2 Determination of Requirements for Products and Services

The University has determined all types of products and services offered to meet the requirements of customer and interested parties (written or unwritten), statutory and regulatory requirements and those considered necessary by the University.

8.2.3 Review of Requirements for Products and Services

JOOUST shall ensure its ability to meet the requirements for products and services offered to its customers and interested parties. These services and products shall be offered within the context of the organization as provided for in Procedure No. **JOOUST/VC/CCO/OP 24 on Customer Related Processes**. This review shall be conducted prior to the commitment to supply a product/service to the customer (e.g. design and review of appropriate curriculum before admission of students).

Before commencement of service delivery, the various functions of the University shall ensure that all the requirements determined for the products and service are reviewed and any differences discussed and resolved.

The results of the review and subsequent follow-up actions or any new requirements shall be recorded and retained. Where product/service requirements are changed, relevant documentation shall be amended and the changes communicated to relevant personnel.

8.3 Design and Development Planning

JOOUST shall establish, implement and maintain a design and development process that is appropriate to ensure that provision of quality education and training, research, outreach and consultancy services. The University has determined and considered:

- a) The nature, duration and complexity of the design and development activities
- b) The required process stages, including applicable design and development reviews
- c) The required design and development verification and validation activities that are appropriate to each design and development stage

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- d) Internal and external resources needed
- e) The need for involvement of customers and users in the design and development process
- f) The requirements for subsequent provision of products and services
- g) The level of control expected for the design and development process by customers and other relevant interested parties

The University manages the interfaces between different groups involved in design and development to ensure effective communication and clear assignment of responsibility.

Planning output shall be updated, and documented information required to demonstrate that requirements have been met shall be maintained as indicated in Procedure for Curriculum Design and review, **JOOUST/AA/OP 10**

8.3.3 Design and Development Inputs

The University shall determine the requirements essential for the specific types and services to be designed and consider functional and performance requirements, information from previous activities, statutory and regulatory requirements, Standards or codes of practice determined by the organization as necessary and potential consequences of failure due to the nature of the products and services.

JOOUST shall ensure that inputs for design and development processes are adequate, complete and unambiguous. Conflicting inputs shall be resolved and the documented information retained.

8.3.4 Design and Development Controls

The University shall apply controls to the design and development processes to ensure that results to be achieved are defined, reviews are conducted to evaluate the ability of the results to meet the requirements, verification and validation activities are conducted and action is taken on problems determined during the reviews, or verification and validation activities. The University shall retain appropriate documented information.

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8.3.5 Design and Development Outputs

The University shall ensure design and development outputs meet the input requirements and are adequate for the subsequent processes. Information relating to these outputs shall be retained as documented information.

8.3.6 Design and Development Changes

The University shall identify, review and control changes made during, or subsequent to, the design and development of products and services, to the extent necessary and retain documented information on the changes, results of review, authorization of the changes and the actions taken to prevent adverse impacts.

8.4 Control of externally provided processes, products and services

8.4.1 General

The University shall ensure externally provided process, products and services conform to requirements and determine controls to be applied. The University shall determine and apply criteria for the evaluation, selection, monitoring or performance, and re-evaluation of external providers. Documented information of these activities and any necessary actions arising from the evaluations shall be retained.

8.4.2 Type and Extent of Control

The University shall ensure that externally provided processes, products and services meet the stated requirements, remain within its QMS and do not adversely affect the organization's ability to consistently deliver conforming products and services to its customers and other interested parties.

8.4.3 Information to external Service Providers

The University has established mechanisms for effective communication with its external service providers including the requirements for processes, products and services, approvals, required qualifications and competence, external service provider's interaction with the University, control and monitoring applied and the verification or validation activities that the

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University, or its customers and other interested parties, intend to perform at the external service provider's premises.

8.5 Production and Service Provision

8.5.1 Control of Production and Service Provision

To ensure consistency in the quality of products (programmes)/services, the University has ensured control of processes which include the following:

- a) Admission and enrolment of students
- b) Design of curricula for different units
- c) Allocation of teaching loads
- d) Provision of work instructions for laboratories and workshops
- e) Allocation of resources for off campus instructions such as field attachments
- f) Development of course materials
- g) Establishment of methods for verifying academic performance
- h) Allocation of lecture halls, laboratories and other spaces

8.5.2 Identification and Traceability

JOOUST identifies its products by suitable means and ensures traceability for example through unique numbers and codes. i.e.

- a) Curricula, course content and unit codes
- b) Student identification records
- c) Learner group schedules
- d) Tracer studies
- e) Monitoring and performance status of students among others.

The University retains documented information necessary to enable traceability

8.5.3 Customer Property

Care shall be exercised while customer property is under control of or being used by JOOUST and shall be treated the same way as purchased material.

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The University shall identify, verify, protect and safeguard customer property (including intellectual property given in confidence) provided for use or incorporation into the product.

In the event that a customer's property is lost, damaged or otherwise found to be unsuitable for use, it shall be recorded and reported to the customer and the documented information retained.

8.5.4 Preservation

JOUST shall follow appropriate methods/instructions to preserve academic documents such as syllabi, curricula and other printed/electronic materials, supplies for education such as chemicals for practicals. The methods/instructions shall ensure product conformity to customer requirements during internal processing and delivery for intended use/purpose.

8.5.5 Post Delivery Activities

The University shall meet the requirements for post-delivery activities associated with products and services while considering customer, statutory and regulatory requirements, and the potential undesired consequences associated with the products and services and customer feedback. These post-delivery activities include identification, handling, contamination control, packaging, storage, transmission/transportation and storage. Controls and review of changes shall be reviewed to ensure conformity with requirements.

8.6 Product and Service Release

JOUST implements planned arrangements at appropriate stages, to verify that products and services have met requirements. Product release and service delivery shall not proceed until all the specified activities have been satisfactorily completed, unless otherwise approved by the customer.

Similarly, the University has established methods for monitoring its educational product (programmes/activities) and services output. Assessments, tests and examinations are used to measure progress towards fulfilling curriculum requirements.

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The University shall retain documented information including evidence of conformity with acceptable criteria and traceability to the authorizing persons.

8.7 Control of Non-conforming Outputs

JOOST ensures that products and services which do not conform to requirements are identified and controlled to prevent unintended use or delivery. These activities and responsibilities are defined in documented procedure **JOOST/OP/04 – Control of Non-Conforming Products**.

Non conformities are the non- fulfillment of the requirements. They are usually found but are not limited to the following areas: - training plans, student/ teaching staff performance, student records and support materials among others. Where non-conformity occurs, corrective action shall be taken to ensure the non-conformity does not reoccur. Details for handling non-conformities are contained in the above mentioned procedure. Records of the non-conformity that describe the non-conformity, the actions taken, the concession obtained and the authorizing persons shall be retained as per - **JOOST/OP/02 Control of Records**.

9.0 PERFORMANCE EVALUATION

9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.1 General

The University has put in place processes to oversee and coordinate monitoring and measurement of products across departments and sections.

The University measures and monitors the characteristics of the product/service to verify that requirements for the product/service are met. This is carried out as planned at appropriate stages of the product/service realization process.

Evidence of conformity to acceptance criteria shall be documented. Records shall indicate the authority responsible for release of product/service.

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The University has constituted a Quality Management System (QMS) Secretariat to ensure continuous monitoring and measurement of processes. The University applies suitable methods for monitoring and, where applicable, measurement of the Quality Management System processes.

These methods shall demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action shall be taken, as appropriate, to ensure conformity of the product.

JOOUST shall plan and implement the monitoring, measurement and analysis processes needed to assure conformity and achieve continual improvement of the product/service and QMS. This shall include the determination of the need for what needs to be monitored, and use of, applicable methodologies such as statistical techniques, customer satisfaction surveys, learners' feedback, variables related to students, teaching staff, support staff, indicators such as failures, dropouts and various statistical charts, when the monitoring shall be done and when the results shall be analysed and evaluated. This shall be implemented in three stages:

- a) Decision on which measurements will be of value to monitor.
- b) Observation and determination of qualitative /quantitative measures.
- c) Analysis and conversion of information into useful knowledge.

9.1.2 Customer Satisfaction

JOOUST shall monitor customer's perceptions and information relating to their needs and expectations as one of the measurements of performance of the quality management system. The methodologies for obtaining and using this information are described in procedure **JOOUST/VC/CCC/ 024**. The trend indicators shall be documented and communicated to customers and interested parties. These include customer satisfaction surveys, feedback from students and response to complaints.

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9.1.3 Analysis and Evaluation

JOOUST determines that data resulting from the monitoring and measurement of processes and products, management review, feedback from customer satisfaction surveys, suppliers, teaching and administrative staff competencies and performance of educational products is converted into information that is meaningful, useful and relevant to the University. Data shall be analyzed using accepted methods of analysis and solution of problems such as cause and effect is provided in the form of diagrams, flow charts, Pareto among others

The results of shall support the evaluation of conformity, the degree of customer satisfaction, effectiveness of actions taken to address risks and opportunities within the QMS, performance of external service providers and the need for improvement through corrective action and risk based thinking.

9.2 Internal Audit

The University shall conduct internal audits bi-annually to ensure QMS conforms to the requirements of ISO 9001: 2015 Standard and ISO 19011: 2011 *Guidelines for Management Systems Auditing*; and is effectively implemented and maintained.

The QMS Secretariat shall plan, establish, implement and maintain an audit programme, taking into consideration the status and importance of University activities and areas to be audited as well as the results of previous audits. The audit programme shall be reviewed and updated as necessary. The audit criteria, scope, frequency, methods, responsibilities, planning requirements, and reporting shall be defined. Audits shall be conducted by personnel other than those who perform the activity being audited.

Procedure **JOOUST/OP/03** – Internal Audit identifies the responsibilities and requirements for conducting audits, recording results and reporting to QMR. Functional Heads shall take timely corrective action on non-conformities raised during the audit.

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9.3 Management Review

9.3.1 General

Top Management, MRC, QMR and Quality Management System Secretariat (QMSS) reviews the Quality Management System periodically to ensure its continued suitability, adequacy and effectiveness. The review includes assessing opportunities for improvement and the need for changes to Quality Management System. This shall be carried out after Quality Management Internal Audits as per **JOOST/OP/03**. Records of the reviews shall be maintained.

9.3.2 Management Review Input

The following input shall guide the management review meetings.

- i. Status of actions from previous management reviews;
- ii. Changes in external and internal issues relevant to QMS
- iii. Information on the performance and effectiveness of QMS including:
 1. Customer satisfaction and feedback from relevant interested parties including complaints, survey results, meeting minutes, issues resulting from customer communications
 2. The extent to which quality objectives have been met
 3. Process performance and conformity of products and services
 4. Non-conformities and corrective actions
 5. Monitoring and measurement results
 6. Audits results (third party, customer audits, regulatory audits, Internal audits, special process & other audits);
 7. Performance of external providers
- iv. Adequacy of resources
- v. Effectiveness of action taken to address risks and opportunities
- vi. Opportunities for improvement

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9.3.3 Management Review Output

The output from the management review shall include decisions and actions related to:

- i. Opportunities for Improvement of the effectiveness of quality management system and its processes;
- ii. Any need for changes in the QMS and
- iii. Resource needs.

Evidence of the results of management reviews shall be retained.

10. IMPROVEMENT

10.1 General

JOOUST determines and selects opportunities for improvement and implements any necessary actions to meet customer requirements and enhance customer satisfaction to improve the effectiveness of Quality Management System.

These improvements include correction, corrective actions, continual improvement, breakthrough change, innovation and re-organization.

10.2 Non-conformity and Corrective Action

The University commits to continually improve the effectiveness of Quality Management System by taking actions to control and correct it; and deal with the consequences. The university has documented procedure, **JOOUST/OP/05** – for Corrective Action to address non-conformities including any arising from various processes.

10.3 Continual Improvement

The University is committed to continually improve the suitability, adequacy and effectiveness of Quality Management System. To achieve this, the University shall consider the results of analysis and evaluation, audit results, outputs from and management review among others to determine if there are need or opportunities that shall be as part of continual improvement.

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APPENDIX 1: JOOUST IDENTIFIED PROCESSES**1.1 Academic Division:**

- i. Quality Assurance and Enhancement
- ii. Programme Design and Review
- iii. Development of New Programmes
- iv. Student admission
- v. Teaching
- vi. Teaching Practice
- vii. Industrial Attachment
- viii. Postgraduate Services
- ix. Management of examinations
- x. Management of Science Laboratories
- xi. Library services
- xii. Provision of Catering
- xiii. Provision of accommodation Services
- xiv. Student Welfare
- xv. Graduation
- xvi. Alumni Administration
- xvii. Sports Administration

1.2 Planning, Administration & Finance

- i. Human Resource Management
- ii. Recruitment, Appointments and Promotions
- iii. Performance Contracting
- iv. Staff Training and Development
- v. Information and Communication Technology Services
- vi. Procurement
- vii. Financial Services

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- viii. Medical services
- ix. Transport and Plant management
- x. Management of Central Stores
- xi. Estates Management
- xii. Management of Meetings
- xiii. Central Registry Services
- xiv. Office Administration

1.3 Research, Innovation & Outreach

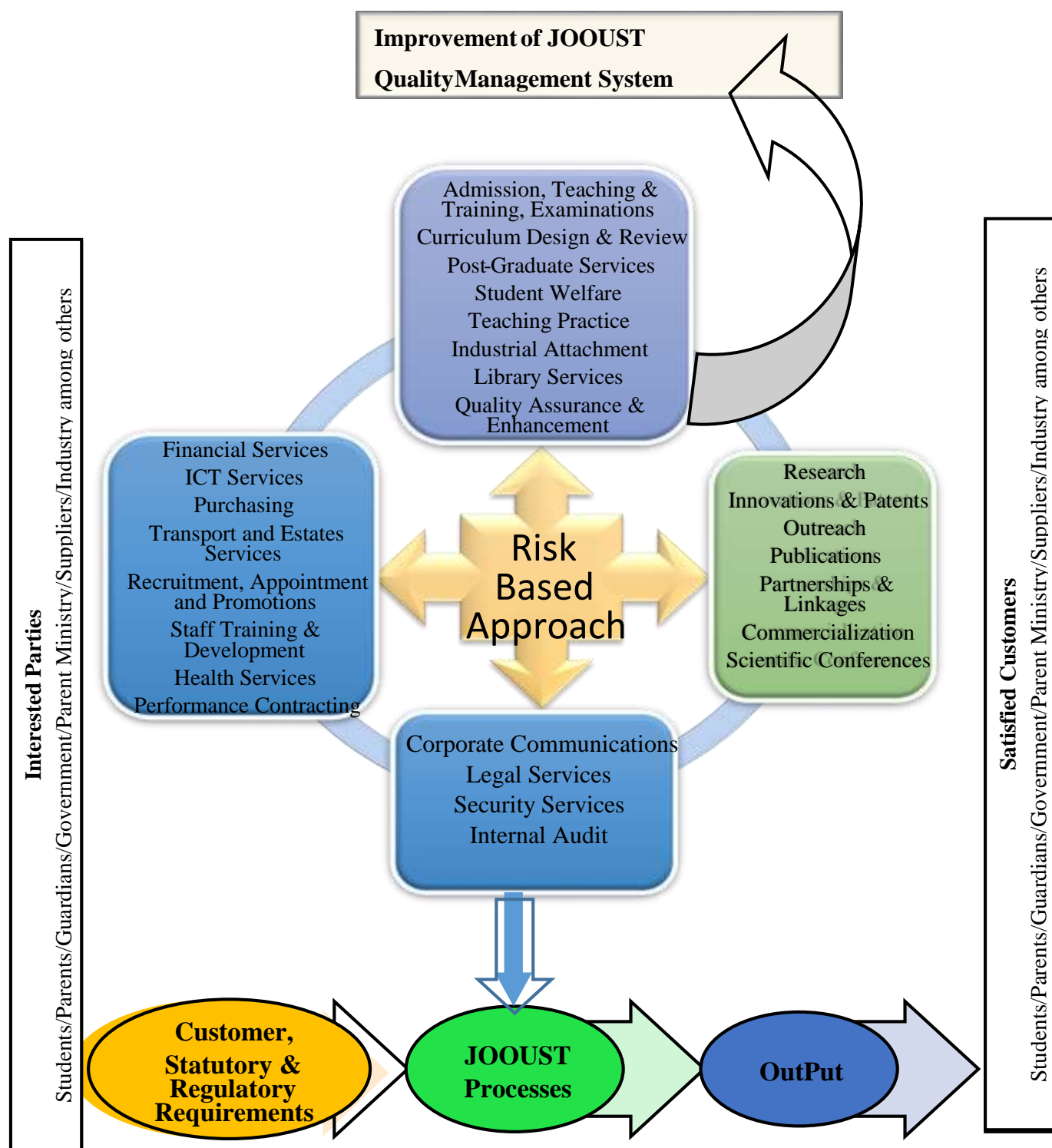
- i. Administration of Research Projects and Grants
- ii. Intellectual property rights management
- iii. Research Publications
- iv. Management of Scientific Workshops and conferences
- v. Partnerships, Collaborations and linkages
- vi. Consultancy Services
- vii. Product development & Commercialization
- viii. Management of Farms and Field Stations
- ix. Management of Innovation and Technology
- x. Management of Income Generating Units

1.4 Office of the Vice-Chancellor

- i. Internal Audit Services
- ii. Security Services
- iii. Corporate Communications
- iv. Legal Services

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APPENDIX 2: JOOUST PROCESS INTERACTIONS CYCLE



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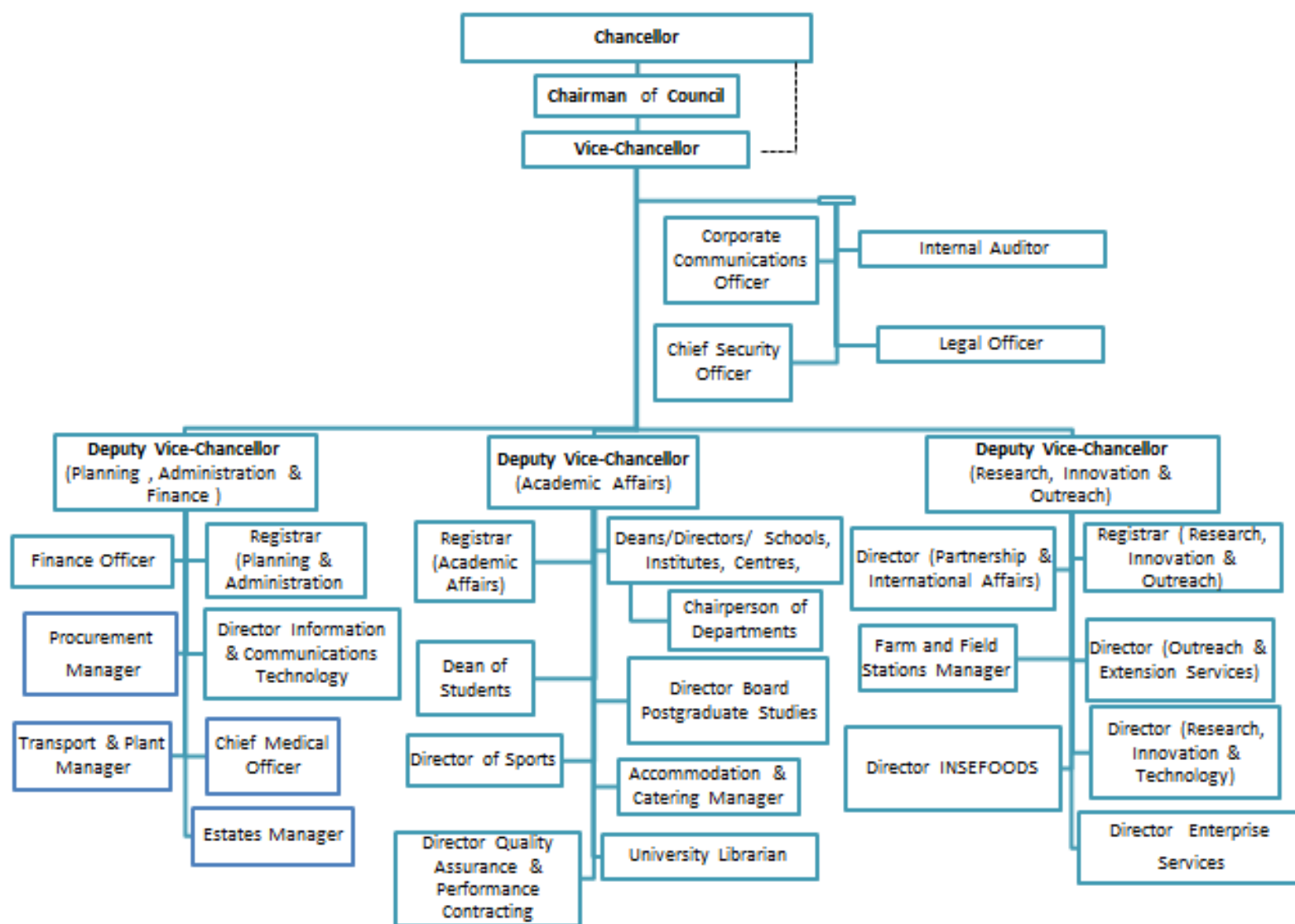
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APPENDIX 3: JOOUST ORGANIZATION CHART**ISSUE NO:****002****REVISION NO:****00****DATE OF ISSUE:****15TH JANUARY, 2018**

APPENDIX 4: QUALITY OBJECTIVES

In order to guarantee effective and efficient service delivery, the University shall:

- i. Deliver on the Strategic Plan through achievement of set annual targets ;
- ii. Provide quality education and training by offering and reviewing of accredited academic programmes annually;
- iii. Expand research in niche areas and community outreach activities through collaborations and partnerships;
- iv. Monitor and evaluate performance quarterly for improvement to meet customer satisfaction based on ISO 9001:2015 Standard and other applicable statutory and regulatory requirements.

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APPENDIX 5: QUALITY POLICY STATEMENT

Jaramogi Oginga Odinga University of Science and Technology is a premier University of choice offering quality, market-driven and society-demanded programmes and services through education, integrated training, research, outreach and consultancy for the advancement of humanity.

The University is committed to timely delivery of quality services and products through implementation of the University Strategic Plan, effective communication and prudent resource utilization to satisfy customer, applicable statutory and regulatory requirements.

To achieve this commitment, the University Management shall regularly monitor and review its performance and objectives for improvement through implementation of a quality management system based on ISO 9001:2015 Standard and best practices.

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APPENDIX 6: NEEDS AND EXPECTATIONS OF INTERESTED PARTIES

A. GOVERNMENT		
S/No	Interested Parties	Expectations
1	The National Treasury	<ul style="list-style-type: none"> • Compliance with Public Finance and Management Act • Prudent utilization of government funds • Reporting and Accounting for expenditure of Government funds as per policies and guidelines
2	Ministry of Education	<ul style="list-style-type: none"> • Capacity building of human resource capacity for national development • Provision of quality higher education, training and consultancy based on national development needs • Conduct of research to provide technological solutions to community problems • Compliance with applicable laws, rules, guidelines, regulations and standards • Adherence to academic Quality standards
3	Commission for University Education (CUE)	<ul style="list-style-type: none"> • Development and delivery of programmes based on national development needs • Implementation of regular reforms and recommendations • Compliance with applicable laws, rules, guidelines, regulations and standards
4	Government Departments	<ul style="list-style-type: none"> • Implementation of government programmes, circulars, directives and policies • Capacity development, benchmarking • Timely reporting on required deliverables i.e performance contracting

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5	County Governments	<ul style="list-style-type: none"> • Partnership for provision of support infrastructure, and sanitation • Engagement in community outreach programmes • Provision of consultancy services on areas of interest
B.	ACADEMIA	
S/No	Interested Parties	Expectations
1	Employees-Faculty and non-faculty	<ul style="list-style-type: none"> • Provision and maintenance of resources (finance, human and physical facilities) for teaching, research and consultancy • Provision and maintenance of environment for service delivery • Favorable terms and condition of service • Synergies and harmony • Capacity building for enhanced delivery • Engagement in decision making processes • Leadership and governance from management
2	Private Sector	<ul style="list-style-type: none"> • Collaboration in consultancy, capacity building and infrastructural development • Prudent utilization of grants, donations and credit facilities • Proper reporting and accounting
3	Regulatory bodies	<ul style="list-style-type: none"> • Provision of quality services • Compliance with Sector Regulations and standards
4	Regional and International Organizations and institutions	<ul style="list-style-type: none"> • Implementation of global agenda, technical support • Reporting and accounting for grants. • Knowledge sharing on research and innovative technologies
5	NACOSTI /National Research Fund	<ul style="list-style-type: none"> • Response to calls for proposal on relevant research areas • Development and implementation of research procedures and policies • Compliance with applicable regulations, guidelines and policies on research • Proper utilization of and accountability for

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		research grants/funds
C.	STUDENTS/PARENTS/GUARDIANS	
S/No	Interested Parties	Expectations
1	Students	<ul style="list-style-type: none"> • Provision of quality teaching and training • Provision of adequate learning, accommodation, support and recreation facilities • Competitive fee charges for programmes on offer • Timely and quality delivery of academic programmes • Conducive learning environment
2	Employees and Families of employees/students	<ul style="list-style-type: none"> • Provision of adequate learning, accommodation, support and recreation facilities • Adequate work life balance and security of tenure • Favorable terms and conditions of service • Provision of relevant amenities • Posterity Sustainability of University • Provision of training and development opportunities for career progression
3	Student Union (Government)	<ul style="list-style-type: none"> • Mutual Support from University management • Provision of resources for student governance
4	Higher Education Loans Board	<ul style="list-style-type: none"> • Facilitation of students to access loans and bursaries • Timely disbursement of deductions for loan repayment • Compliance with relevant regulations and procedures
D.	EMPLOYERS AND INDUSTRY	
S/No	Stakeholders	Expectations
1	Council Members	<ul style="list-style-type: none"> • Provision of quality teaching, training and research by the work force • Prudent resource utilization • Compliance with statutory and regulatory

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		requirements • Transparency, Responsibility and accountability
2	Local Community	• Provision of community support through CSR • Technological transfer for solutions to societal issues • Liaison on matters such as security and environmental management • Job creation
3	Staff Unions	• Favorable terms and conditions of service • Good Labor relations and industrial harmony • Productive and satisfied workforce
4	Suppliers	• Quality service delivery and Timely payment for services /products • Mutually beneficial relationship
5	Financial Institutions.	• Timely Repayment of credit facilities • Compliance with applicable requirements
6	Media	• Timely payment for services rendered • Good will • Partnership for Publicity and Brand communication
7	Professional Bodies	• Facilitation of workforce to Professional membership for continued professional development • Partnering for implementation on innovative practices in education, training, research and community engagement. • Engagement in consultancy services in areas of interest
8	Strategic Partners in research, education and training	• Partnership for research in areas of interest • Compliance with professional standards, rules and regulations • Capacity building for collaborators • Dissemination of research output and innovations. • Provision of technological solutions to industrial and operational problems
9	Non-Governmental Organizations	• Engagement in collaboration and linkages • Prudent utilization of grants, donations and other funds

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		<ul style="list-style-type: none">• Reporting and accountability of funds disbursed
10	Schools & Industries	<ul style="list-style-type: none">• Provision of opportunities for attachments and internship• Provision of employment opportunities• Development of competent workforce for the job market

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