

Socioeconomic Institute for Advanced Studies (SIAS)



SIAS Teaching and Assessment Policy

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<u>http://www.sias.rw/</u> Building 16, KK19 Avenue, Niboyi Sector, Kicukiro District, Kigali City, Rwanda Page 1 of 15

Chapter One- Teaching and Learning

1.0 Attendance to Academic Activities

1.1 Attendance to academic activities including lectures, practical exercises, supervised learning activities, practical exercises, seminars and examinations is compulsory. The student cannot enter the classroom 15 minutes after the lecturer has started unless s/he gets the lecturer's authorization. The same applies for getting outside the classroom whatever the reasons.

1.2 Any request for absence to the lectures, practical work, supervised activities, seminars must be addressed to the Head of Department who informs the lecturer. Student may make a written request to the head of department with copy to the lecturer to be absent from teaching session or one, producing evidence of circumstances that make impossible for them to attend.

1.3 Any request for absence to the exam must be addressed to the Dean of Faculty and copy to the Head of Department and DVC. The student may make a written request to the Dean of the faculty with copy to the head of department to be absent from teaching session or one or more examinations, producing evidence of circumstances that make impossible for them to attend.

1.4 Absence for medical reasons must be reported within one week to the Head of Department who informs the Dean and concerned lecturers. The absence will have to be justified by medical certificate issued by a competent doctor or any other justifications from a relevant authority.

1.5 The modalities for controlling attendance are defined by the Directorate of Quality Assurance, approved by the SIAS Senate and implemented by lecturers.

1.6 A student, whose unjustified absences from a module/module component exceeds 15%, shall be denied the right to sit for the module examinations. At the end of the module, the lecturers shall inform the Head of the concerned Department in writing the list of students who are eligible for examination and submit a copy to the Dean of Faculty. The latter in consultation with the DVC (Academic & Research) shall take appropriate action.

1.7 Without prejudice to 34 and 35 articles of these regulations, the non-participation in an examination or any other form of evaluation of knowledge is penalized and awarded with "zero (0)".

2.0 Teaching and Research Activities

Abiding the law No 010/2021 of 16/02/2021 & the Ministerial Order No 001/MINEDUC/2021 of 20/10/2021, in relevance to students and institutional assessment the following applies:

2.1 A program of study consists of a set of modules which together have a defined set of learning outcomes which a student must complete to the satisfaction of a Board of Examiners in order to be eligible for the award of a qualification. Modules are coherent and identifiable units of learning and teaching with defined learning outcomes. They shall be credit-rated, in multiples of 10, where a credit is defined as ten hours of notional student effort. Module must have 10, 15 and 20 credits (See Rwanda National Qualification Framework).

2.2 At the beginning of every module, a module team shall provide to students as well as to the department the syllabus with detailed module's outline, the assessment plan and teaching and learning strategies, and the weighting of various activities of the module.

2.3 The teaching programmes of each Faculty, department shall be set up by the Faculty Council, submitted to the Senior Management and pre-approved by the Academic Senate. The final approval is made by the SIAS Governance Council. They should draw on learning outcomes and including the indicative content, teaching and assessment strategies, and key resources of each module.

2.4 Practical activities must be carried out in their entirety according to the modalities laid down by the departments. The modalities for Internship are laid down by the Academic Senate and are implemented by the Departments.

2.5 Each lecturer has, in his/her field, the right and the duty to carry out research, consultancy and community service.

2.6 The DVC (Academic & Research) shall ensure that all academic programmes are respected. He/she is assisted by the director of quality assurance to safeguard quality standards and norms, and the Faculty deans to ensure day to day teaching, learning and assessment activities.

2.7 Each module on any teaching programme is shown by a 3-letters code and 3-digits. The first number or digit shows the level or the year) of study, second digit trimester and last digital the serial module number.

2.8 Each module is weighted as for its importance in the whole program. Modules are valued in terms of credits. One credit is defined 10 hours of lecture, laboratory sessions, seminars, practical planned activities, and supervised workings. One academic hour of learning effort is defined as being 50 minutes.

2.9 The student's programme comprises theoretical lectures, laboratory sessions, practical work, supervised work, seminars, internship, research projects, dissertation, etc, to which he/she is registered in a department of a Faculty at the beginning of the academic year. SIAS can organize training module to which a student can be registered without necessarily undergoing the examinations or get an academic award.

2.10 The academic year counts twelve months distributed in three trimesters. The length of each trimester is published by the SIAS Management.

2.11 SIAS can issue specialized certificates in certain fields. It also issues the certificates sanctioning special training organized in the form of modules. The minimum conditions for obtaining each degree are laid down by SIAS Council upon the recommendation by the Academic Senate.

3.0 Students Research Projects

3.1 The research project is defined as an original personal research that results in an ordered presentation of the results of research, compilation or experimentation that make real or potential contribution to the identification and the solution of a problem for the benefits of the society. Such work is supervised by an academician/specialist whose qualification is at least "Master's Degree". The supervisors are approved by the Faculty Council.

3.3 The student in accordance with his/her supervisor submits his/her research proposal to the Department during the year that proceeds the year of completion. The research projects shall conform to the research field of the supervisor.

3.4 The topic and the supervisor are examined by the Department and are approved by the Faculty Council or by a committee appointed by the latter; at least one month after the beginning of the academic year where the student is registered in the year of completion. The opportunity of a co-supervisor is jointly proposed by the supervisor and the student.

3.5 The supervisor guides the student in his/her research field of specialization. He/she is accountable for the scientific value of the research project.

3.6 The content of the research project or research work is presented according to the basic structure adopted by the Academic Senate.

3.7 The student is only allowed to submit his/her research project to the department for examination after the approval of supervisor.

3.8 The research projects are defended in front of a restricted committee set by the Department.

3.9 The initial submission of the research project is done with written permission from his /her supervisor. The student submits his/her research project in three copies to the Department. The Head of Department appoints a board of examiners in charge of assessing the research project. They have two weeks for assessing the work and forward written reports and recommendations to the department.

3.10 The board is composed at least by three faculty members excluding the supervisor or co-supervisor of the research project .If the supervisor or co-supervisor is present in the panel, this must consist of four members, and the latter should not evaluate the report or the oral presentation.

3.11 The role of the Dean examiner is to make a fair and justified evaluation of the work, which he/she presents in written form at the Department before the oral presentation. The department has five days to organize the presentation or to refuse the work. The Dean examiner must be specialized and competent in the domain of the research topic.

3.12 After corrections, on the authorization of the Dean examiner and the supervisor, the student shall submit two hardcopies and softcopy on CD to the Department, whose one hardcopy and softcopy are handed in to the Library of the University.

3.13 The student who has not been able to present his research project within the academic calendar is given an opportunity to present in additional period of one month. At the end of this period, the student must proceed to a new registration or a written exemption granted by the DVC (Academic & Research) affairs. The registration period shall not go beyond two months or else the student will repeat the module.

3.14 The student not having presented his/her research report the following academic year without genuine reasons shall be deemed to have failed the research, and should repeat the module entirely.

3.15 The research project will be accepted to be into the library if awarded not less than 60%.

Chapter Two- Assessment and Examination Procedures

1.0 Methods of Assessment

1.1 Assessments and examinations tasks will assess what is intended to be assessed and be fit for purpose. All modules have learning outcomes, which are what the assessment is to verify. These learning outcomes cover knowledge/ understanding, cognitive skills, practical skills and personal/transferable skills. The Assessments for each module must cover all these learning outcomes, and it must be clear what a given assessment task covers, and that it is appropriately designed to do so. The marking system is based on the continuous assessment principles.

1.2 Continuous assessment refers to a set of assessments which are spread over the span of a module. However, at the end of every module, there shall be an examination on the remaining part of the module not assessed in previous exercises; and this takes place during the examination periods scheduled at the end of each trimester.

1.3 Modules are assessed by module work- assignments carried out during the teaching and learning process, where grades and feedback are provided before examination; and by a final assignment or examination at the end of the trimester.

1.4 Students will normally receive feedback on their continuous assessment tests before commencement of the exams period. The publication of continuous assessment results should not go beyond the revision week.

1.5 The final examination shall cover the remaining part of the taught module. This examination must normally take place at the end of the trimester in which the module is taught.

1.6 The method for assessing the students' work, progress, knowledge, understanding and skills shall be the responsibilities of the module leader and the lecturers' team of the module to be assessed.

1.7 The methods of assessing the work, progress, knowledge, understanding, skills, and the attitudes of the students must be in conformity with the relevant policies of the University.

1.8 The HoD must coordinate the assessment in order to ensure an equitable distribution of the work of the students over the academic year.

1.9 Before being done by students, the exams shall be moderated at the Department level. The examination control is ensured by the examination officer under the supervision of the Dean and DVC (Academic & Research) affairs.

1.10 Before sitting for an examination, students shall present their student ID card and financial clearances slip issued by Finance department.

1.11 At the beginning of exam, student shall sign on attendance sheet. And on the submission of the examination booklet, the student shall re-sign the attendance sheet. 1.12 Students shall not be allowed entering an examination room fifteen minutes after the distribution of examination paper to students.

1.13 Except where specified on the examination sheet, students shall not bring into the examination room any book, paper, and calculator with text option, mobile telephone or any other electronic devices.

1.14 Talking among candidates or looking at each other's work or any other attempt to cheat shall not be permitted in examinations and shall be grounds for exclusion from the examination by the invigilator, who also has the power to initiate disciplinary proceedings for cheating.

1.15 A part from research project, oral examination shall be done in the presence of at least two examiners and in the premises of the SIAS. Any person wishing to attend the examination of a student may be authorized on request addressed to the Head of Department (HoD). This person shall not be allowed to ask question or mark.

1.16 After each final exam, the lecturer submits both results and booklets to head of department. Students with complaints have the right to check their examination papers with the Dean who will handle the case.

2.0 Number And Types Of Exams

2.1 The number and the frequency of the assessments must comprise all the component of the module by respecting the relation credits - award.

- a. The grade for a module is made up of the grades for individual assignments, weighted as approved in the Programme Specification. All assignments', modules' and programmes' marks shall be presented in the form of percentage. Module CATs shall normally make up 40% of the module score and final assessment 60%.
- b. A ten-credit module shall normally be assessed by two-hour examination and substantial element of module work. A fifteen or twenty-credit module shall normally be assessed by a three-hour examination and two substantial elements of module.
- c. Internship permanently supervised by an SIAS Lecturer: assessment of the work progressively with its advancement as well as the internship report according to the weightings fixed by the University.
- d. Internship is jointly supervised (an SIAS's lecturer and a person from the outside of SIAS): assessment of the work progressively with its advancement as well as the internship report, teachers of Department allotting 50%, the company where the internship took place, 50%.
- e. The assessment of the internship report and the presentation is done in the following way: on the basis of a pre-established form, the content and the physical presentation for 50% and the oral presentation on 50%.

3.0 Offences During The Assessment

3.1 Any attempt to obtain copies of unseen examinations or tests beforehand is penalized with a permanent exclusion from the University.

Cheating and the attempt to cheat during an examination with justified evidences are penalized with two years exclusion from the University. Unsuccessful attempts to cheat are regarded as seriously successful ones.

3.2 Cheating', here, includes but not limited to plagiarism, the fabrication of laboratory, practical or observation data, the impersonation of a candidate by another in an examination, passing off another's work as the student's own, collusion between students in the production of submissions which are required to be individually authored, any attempt to obtain copies of unseen examinations or tests beforehand or to influence their contents or the marks given to submissions by threat or inducement. 3.3 Unsuccessful attempts to cheat are regarded as seriously successful ones.

3.4 The offences with tangible proofs noted during the correction of the examinations are penalized with a dismissal from SIAS for a given period decided by the Academic Senate.

3.5 The penalty for any proven attempt to harass or corrupt a lecturer in order to gain advantage shall always be excluded for a specific period determined by the SIAS management.

3.6 Students who help or conspire or collude with someone to cheat shall be held equally guilty and shall receive a penalty related to their offence.

3.7 The examiner or the invigilator having noted the offence occurring, forthwith, he/she then submits a suitable filled in form to the Head of Department with a copy to the student accused for having cheated or attempted to cheat and to the Dean of Faculty. If possible a tangible proof shall be given.

3.7 The student accused for having cheated or attempted to cheat can present in writing his/her justification to accept or refute the accusations to the Head of Department in the two days which follow the reception of the copy of the report established by lecturer concerned.

3.8 The Head of department examines the case and submits the report to the faculty Dean along with a recommendation to the Academic senate.

3.9 Any lecturer or any other SIAS employee, who will be guilty of smuggling the examinations regardless of the case, will be dismissed from his/her job immediately without warning and will be taken to court for prosecution.

4.0 Obligations of the Lecturer

4.1 At the beginning of each module, the lecturer must give to the students and submit to the Head of Department a detailed module/component descriptor that includes the plan of assessment and the weighting of each assessment. He/she is held moreover to give the entirety of the contents of the module work and to respect the timetable established by Faculty.

4.2 The hours of assessment and invigilation of the examinations are considered as part and parcel of the hours of teaching allocated to the module/coursework and are in the workload of the lecturer.

4.3 The marking time is part of the workload of the lecturer.

5.0 Invigilation Of The Examinations

The invigilation of the examinations must be in accordance with the policy of SIAS regarding the organization of exams.

Chapter Three- Marking

1.0 Allotment Of Marks

1.1 Marks from all assignments contributing more than ten per cent to the module score shall be moderated internally, by second marking by another academic or by marking of a sample of scripts to assure the validity of the standard. All assignments at Level 4 or higher or leading to a specifically validated exit award, and carrying a weight of more than twenty per cent of th**e** module score, shall be moderated by an external examiner.

Module leaders are responsible for delivering the list of module's grades to the Head of Department, and Heads of Departments are responsible for presenting the grades for all the modules in a programme to the Faculty Council. The module leader calculates the total marks by taking into account all the marks for continuous assessments and their weighting. The total marks cannot be modified, except in the event of revision laid down in articles 52 and 53 of the present regulations. The module leader shall submit the results in any case not later than a week before the deliberation. 1.2 The publication of the results is done immediately after their deliberation

1.3 When a lecturer did not hand over his/her marks in time, the Dean of Faculty convenes the concerned lecturer for explanation and informs the Secretary of the Academic Senate.

1.4 No one can modify the marks submitted to the secretariat of the Department whatever the reason.

2.0 Review Of Marks

2.1 Without violating article 80, a student can claim the revision of marks obtained into a final exams.

2.2 The procedures for the revision of marks are the following:

- a. The student addresses a written request and justified to the Dean and a copy to the Head of Department and to the lecturer not later than 3 working days after the deliberation.
- b. The appeal shall be considered by a committee consisting of the Dean, the Programme Leader (or another academic member of the programme team if the Programme Leader is the marker) and one other academic member of staff with relevant knowledge from outside the team, and this committee shall change or confirm the grade. When the Dean is responsible of the module component, he/she is represented by someone else.
- c. The commission appreciates the reasons given by the student and if it finds them relevant, it proceeds to the re-examination of the examination booklet.
- d. This commission examines and submits the results in writing to the Dean who convenes a meeting for discussing the case.

3.0 Calculation Of Marks

3.1 The grade for a module is made up of the grades for individual assignments, weighted as approved in the Program Specification. All assignments, module and program marks shall be presented as percentage scores.

3.2 The general average is made at the end of the learning level. To calculate the general average, one adds all the credits-marks obtained by a student and divides by the total number of credits.

3.3 For the modules whose student obtained the exemption of examination, the marks obtained before are included in the calculation of the general average. The minimum marks for exemption from a module are 50%.

4.0 Grades Classification

4.1 A grade is decreed for each year of studies to any student who obtained one of the following general averages:

- **First Class (A):** will be awarded to a candidate who has obtained a general cumulative average of at least 80 per cent and above.
- Second Class Upper Division (B): will be awarded to a candidate who has obtained a general cumulative average of at least 70 per cent up to lowerthan79%.
- Second Class Honours, Lower Division (C): will be
- awarded to a candidate who has obtained a general cumulative average of at least 60 per cent up lower than 70%.
- **Pass (D)**: will be awarded to a candidate who has obtained a general cumulative average of at least 50 per cent up to lower than 60%.
- **Fail (F):**will be awarded to a candidate who has obtained a general cumulative average of lower than 50 per cent.

Chapter Four- Conditions of Promotion, Progress, Repeating, Failing And Reorientation And Suspension.

1.0 General Conditions For Progression

To Progress from:

- Level 1 to Level 2: a student must have been successfully completed at least100 credits in total at Level 1.
- Level 2 to Level 3: a student must have been awarded 220 credits in total, of which at least 100 are at Level 2.
- Level 3 to Level 4: a student must have been awarded 280 credits in total, of which at least 40 are at Level 3
- Level 4 to Level 5: a student must have been awarded 340 credits, of which at least 40 are at Level 4.

The student allowed to progress shall retake any failed modules during the next trimester, or next time the module is offered.

- The minimum credits for progression from level 3 to level 4 as well as from level 4 to level 5 for full-time students will be 40 credits on all programmes. Students allowed to progress shall retake any failed modules during the next trimester or level.
- Part-time students shall be permitted to progress to a pattern of study in the next year which includes some modules from the next level when they have passed at least 100 credits at the previous level, but they must include all failed modules from the lower level. Part-time students should always take academic advice before committing themselves to a new year's module choices.

Any candidate who fails to attend a required examination or fails to complete other assessed work by the stated deadline shall be deemed to have failed and shall be awarded a zero mark for that examination or assessment, unless mitigation or leave of absence has been allowed in light of the students' circumstances. A student should justify his absence to the Dean of the Faculty within seven (7) days after the examination date provided he/she was eligible to sit for the exam.

2.0 First Examination's Session

The pass mark for each module shall be 50%.

Where a module has more than one assignment, students are normally required to pass them all, but students who have failed one test but achieved a grade of at least 45% in it may be allowed to pass the module provided their overall module average reaches 50%.

Where stated in the validated Programme Specification, certain modules may be designated '**core**', and progression to the next level will not be permitted until these modules have been passed. In some modules the nature of the module will be such that retrieval of failure can only be by means of repeating the module (e.g. laboratory-based modules). Such modules should be designated as '**repeat only**' in published module descriptions. A student who fails the internship shall automatically repeat it. A student fails the internship when he/she has obtained less than 60%.

3.0 Examination Board and Deliberation

3.1 Each Faculty shall establish an Examination Board to consider student grades and determine whether students may proceed. The Board shall be chaired by the Dean (or nominee) and consist of all members of staff on permanent contracts, plus all Programme Leaders, plus such appropriately qualified staff members on temporary contracts as shall be nominated by the Dean, plus a member of the staff of the Quality Office.

3.2 The deliberation of the success or the failure of a student is based on the principle of promotion per level of study.

3.3 The quorum required for that the Board to assemble is 2/3 of full time lecturers.

3.4 The Board cannot gather in the absence of the Dean or his/her deputy. In contrast, the DEAN upon proposal from the DVC (Academic & Research) affairs, can, however appoint a person to chair the Board .

3.5 The decisions of the Board are made by consensus.

3.6 All the Members of the Board receive deliberation document 48 hours latest before the meeting.

3.7 The approved and signed verdict, forthwith, by the Members of the Board of deliberation is made public immediately after the end of the deliberation. The official report or detailed report detailing the arguments which justified the decisions is established by Dean and submitted to the Academic Senate for approval.

3.8 The discussions of the deliberation are kept in confidentiality by the members of the board .

3.9 Candidates in the last level of studies who fail an assignment or examination but achieve a grade of at least 30% in it shall be allowed resubmission or second sitting examination at a specified time but the grade awarded will be capped at the pass mark unless mitigation has been allowed and every supplementary exam will cost 20.000 RWF.

3.10 Students who are not allowed to progress to the next level will be allowed to register as part-time students and repeat all modules they have failed. If he/she does not pass, he/she will be excluded from the program. However, students who repeat the entire trimester will not have their achievable grade capped in this way. In either case, students' transcripts will show the module as being failed at the first attempt and retrieved when repeated or when the trimester is re-taken. No module may be retaken or repeated more than twice.

3.11 Capping- First sitting examination marking is set to normal criteria of assessment whereas supplementary examination for finalists marking should be penalized by only allocating 50%.

4.0 Appeal Committee

5.1 A commission is appointed by the Academic Senate in order to analyze claims from students as far as examination Faculty Council decisions are concerned. This commission is composed of the following members:

- The Director of Quality Assurance ;
- Dean of students ;
- Two lecturers per each Faculty ;
- Any other person the Academic Senate may deem appropriate and invited.

As for this committee, it may obtain information from the office of the Dean of Faculty, the Head of Department or from any other person. It is presided over by the Director of Quality Assurance and meets when the quorum is 3/5.

- a. Decision of the Appeal Committee is kept secret. It is taken by a simple majority vote. In case of parity, the Chair of the Committee shall have a casting vote.
- b. Claims are done within ten (10) working days from the day of publication of the results of the first sitting or the supplementary examinations and payment of required fee for finalists. After the allocated time, revision of the decision is not admissible.
- c. Students who fallaciously claim shall be penalized and be awarded the previous mark.
- d. Decisions of the appeal committee are submitted to the Academic Senate for final decision and approval.

5.0 Special Examinations

5.1 Special examination shall be allowed to a candidate who has genuine reasons plus evidences. A student is deemed to have missed examinations in case of sickness, bereavement or incapacity to perform duties normally. (Permission MUST be sought prior to the abovementioned event). Only one special examination session shall be permitted except under special circumstances approved by the DVC (Academic & Research) affairs.

5.2 The student retakes all module components where he/she has obtained a grade less than 50%. Any failed module shall be retaken as a whole and the student will pay 20.000 RWF per retaken module. The examination to be repeated covers the entire module.

5.3 Repeating

- a. Repeating students who have passed less than 70% of total credits shall register as full-time students and repeat all the modules of the level passed with less than 70%.
- b. Students who fail retaken modules, or who do not either suspend their registration with permission or retake the failed modules in the next programme offering after the failure, shall not be allowed to progress and shall be deemed to have failed that Level of their studies. They may be awarded whatever subsidiary qualification they have earned by the credits they have accumulated.
- c. Course not complete (CNC): in cases where a student has gaps in assignments and continuous assessment- CATs) by the date of the examination, the examination results shall be nullified and repeating the whole module.

6.0 Other Provisions

6.1 The students whose absences in first examinations session are justified are automatically admitted to special examination sessions and are deliberated according to the criteria regarding the first examination session. A student whose absence in first and 2nd examination sessions is justified is authorized to repeat. A student is allowed to repeat once in the same level.

6.2 The cases of suspension and reintegration of the studies are under the DVC Academic Affairs authority after favourable opinion of Faculties. No suspension can be granted beyond two months after the beginning of the trimester, except due to a long and justified illness.

6.3 Any student who, for an exceptional reason of long hospitalization, debilitating illness or handicap which may require time to overcome, in the late stages of pregnancy or after recently giving birth, or because of the illness of a dependent or the death of a close relative, is allowed to suspend his/her academic year, is authorized to take again his/her studies the following academic year. He/she will have to repeat all the modules of the program upon a payment of 25.000 per failed module.

6.4 No suspension of studies can be authorized beyond two successive trimesters in the same academic year. At the end of this period, the student is again subjected to current admission procedure.

6.5 The Academic senate can decide to reintegrate or not the students to whom the application of the civil and penal laws caused the stopping of the studies provided the evidence attesting of their innocence is presented.

6.6 A part-time student who becomes full time student is exempted all the modules for which he/she holds a certificate testifying having passed the modules.

6.7 The Dean of Faculty may exempt the student who resumes the studies, from any module in which he/she obtained greater or equal to 50% marks.

6.8 Unauthorized suspension is considered as a drop-out, and it is punished as follows:

- a) A full-time student, who drops out within an academic year, is allowed to resume his/her studies after two academic years, and repeats the year.
- b) A full-time student, who drops out after completing an academic year, is allowed to resume his/her studies, with respects to the deliberation decision made at the end of the academic year completed.

6.9 Authorized by the DVC (Academic & Research), a student recommended to repeat the level or failed may enrol, more than once, in another option, Department or faculty. Re-registration is not considered as a failure, and it gives right to exemption from modules passed by the student passed if they are cross-cutting.

6.10 All allegations of misconduct, indiscipline or criminal behaviour shall be reported in the first instance to the DVC (Academic & Research) with a copy to Director of Quality Assurance and DEAN. It shall be his or her duty to decide, in consultation with the Dean of Students and the Dean of the Faculty; whether the case initially presented is sufficient to call for further investigation and/or the use of disciplinary procedures. A special committee will be set up to further investigate the foundation of the reported case and proposal of sanctions for possible action by Academic Senate.

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VERSION CONTROL

POLICY APPROVAL FORM

<u>Checked by:</u> Signature:

DB Domes About

DR. Donya Ahmed Vice Chancellor Socioeconomic Institute for Advanced Studies

Approved by: Signature:

DR. Mohamed Buhijji Founder & Chairman of the Board of Trustees Socioeconomic Institute for Advanced Studies

Done at Kigali on: 21st/ 12/2022

