

QUALITY ASSURANCE FRAMEWORK



QUALITY ENHANCEMENT CELL

Version: 1.0

NATIONAL DEFENCE UNIVERSITY ISLAMABAD

This policy contains 07 pages and it has been prepared in line with the provisions of NDU Academic Regulations/ NDU Statutes/ HEC guidelines, and will remain enforced till amended, cancelled or suspended. It shall be revised / amended after approval of any changes in the Academic Regulations or HEC guidelines or after the statutory bodies' decision or as and when considered necessary by the Competent Authority. No provision of this document shall supersede information / direction contained in the Academic Regulations / NDU Statutes/ HEC guidelines or other superior documents on

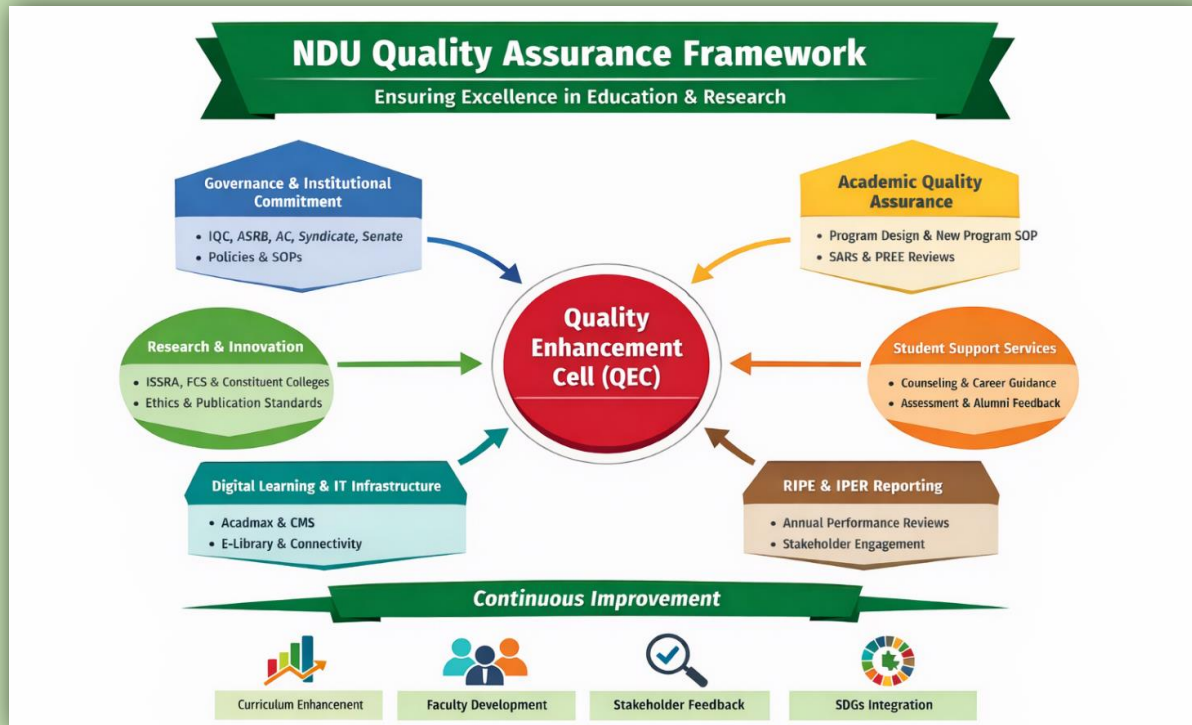
Record of Approvals

Ver	Approval Date	Effective Date	Approving Authority	Revision Details
1.0	15 Apr 2026	05 Aug 2026	Dy President NDU Subsequent Endorsement in 30 th ACM dt 21 July 2026	New devised



Quality Assurance Framework at NDU

1. **General.** National Defence University (NDU) is committed to upholding the highest standards of education, research, and institutional governance. The Quality Assurance (QA) Framework of NDU is drafted as per requirements of the HEC Quality Assurance Framework "Pakistan Precepts, Standards and Guidelines (PSG) 2023¹ and global best practices. It provides a structured approach to ensure the continuous improvement of academic programs, faculty, and student experience, aligning with national and international best practices. The framework outlines policies, mechanisms, and evaluation methods that support institutional effectiveness and excellence as guided by HEC in the Review of Institutional Performance & Enhancement².



The framework adopts a process-oriented and evidence-based approach to quality assurance, anchored in continuous improvement. It incorporates a Structured Gap Analysis Framework (5W1H Model) to systematically identify, analyze, and address

¹ Revamped QA Framework Pakistan Precepts, Standards, and Guidelines (PSG-2023) for Quality Assurance in Higher Education <https://www.hec.gov.pk/english/services/universities/QAA/Pages/Revamped-QA-Framework.aspx>

² Institutional level IQA -EQA Guidance - RIPE: Review of Institutional Performance & Enhancement (Version 1.0) <https://www.hec.gov.pk/english/services/universities/QAA/Pages/Revamped-QA-Framework.aspx>

gaps in institutional practices. This ensures that quality enhancement measures are not only reactive but also preventive, targeted, and sustainable.

2. The QA Framework further establishes clear linkages with institutional policies, statutes, and SOPs, and is supported by a defined responsibility matrix to ensure accountability at all levels of governance and implementation. It follows a logical sequence of planning, implementation, monitoring, evaluation, and improvement—aligned with HEC’s *Review of Institutional Performance and Enhancement (RIPE)* requirements.

3. Through this integrated approach, the framework provides a structured mechanism for continuous improvement of academic programs, faculty performance, research output, and student experience, thereby strengthening institutional effectiveness and promoting a culture of quality across all functions of the University.

4. **Governance & Institutional Commitment to Quality.** NDU’s commitment to quality assurance is embedded within its governance structure, where the Quality Enhancement Cell (QEC) plays a pivotal role. QEC operates under the directives of the Higher Education Commission (HEC) of Pakistan and works in coordination with the NDUs’ statutory bodies requirements such as Institutional Quality Circle (IQC), Advanced Studies and Research Board (ASRB), Academic Council, Syndicate and Senate etc. to ensure compliance with best academic standards and institutional policies.

- a. **Governance Structure.** NDU follows a hierarchical governance structure, following the authorities of the university, Board of Studies (BoS), Board of Faculty (BoF), Institutional Quality Circle (IQC), Academic Council (AC), Advanced Studies and Research Board (ASRB), Finance and Planning Committee (F&PC), Selection Board, Syndicate and Senate. The President NDU ensures compliance with QA policies through various statutory bodies including NDU IQC, constituting of All Deans, HoDs, Branch Heads and QEC lead academic and administrative quality enhancement efforts. Currently QA is covered on academic aspects of university’s functions, but through adoption of PSG 2023, non-academic feedback will full closed loop is also to

be taken into account which is still an area to be addressed with full compliance.

- b. **Institutional Policies/ SOPs/ Mechanisms.** NDU has well-defined NDU Statutes³, Academic Regulations⁴, Policies, SoPs⁵ and mechanisms related to governance, academic affairs, research, faculty development, and student support, as per HEC PSG 2023 framework requirement to institutionalize a culture wherein quality is everyone's responsibility. NDU Strategic Plan 2025 aims to integrate quality improvement initiatives in all of its functions. At present all required Policies/ SOPs/ Mechanisms have been developed, however, 07 are in consultative process and to be approved by competent authorities. Furthermore, same/relevant Policies/ SOPs/ Mechanisms are to be developed by the constituent colleges.

5. **Academic Quality Assurance.** NDU ensures that all academic programs are designed with clear learning outcomes, benchmarks, and assessment criteria. The programs are designed in accordance with HEC guidelines⁶, international best practices, and industry needs. Mechanisms such as course evaluation surveys, faculty feedback, and program reviews contribute to continuous curriculum enhancement. The curricula are periodically reviewed by feedback mechanisms (student course evaluation and faculty course reviews etc.) and updated through self-assessment reports (SARs)/ Program Review for Effectiveness and Enhancement (PREE)⁷.

- a. **Program Design.** All undergraduate, and graduate (MS, MPhil, PhD) programs follow HEC's National Qualifications Framework (NQF)⁸. Regular Program Self-Assessment Reports (SARs)/ PREE reviews are conducted in line with HEC guidance and QEC Yearly Progress Report (YPR) requirements. The corrective action reports on findings are prepared and are duly approved by the President NDU.

³ NDU Statutes Updated After 11th and 12th Meetings of NDU Senate (17th Nov, 2024 & 2nd Feb, 2025)

⁴ Academic Regulations Updated After 11th and 12th Meetings of NDU Senate ((17th Nov, 2024 & 2nd Feb, 2025)

⁵ Compendium NDU Policies & SOPs -Version: 1.0 (Approved on 8th June, 2023)

⁶ Graduate Education Policy GEP-2023 (<https://www.hec.gov.pk/english/policies/Pages/GEP.aspx>) & Undergraduate Education Policy-V 1.1 (<https://www.hec.gov.pk/english/policies/Pages/UGEP.aspx>)

⁷ Programme level IQA -EQA Guidance- PREE: Program Review for Effectiveness and Enhancement - Version 1.0 - <https://www.hec.gov.pk/english/services/universities/QAA/Pages/Revamped-QA-Framework.aspx>

⁸ National Qualifications Framework of Pakistan 2015 <https://www.hec.gov.pk/english/services/universities/pqf/Pages/default.aspx>



- b. **Student Learning Experience and Assessment Mechanisms.** Student assessments are aligned with learning outcomes and conducted through diverse evaluation methods, including quizzes, assignments, presentations, and examinations. The university maintains transparency in examinations and grading policies, with results being published on the official website and notice boards. The examination system is automated for reliability and validity, tracking graduate achievements and maintaining academic integrity⁹. The SCALE/ SCSC body has been constituted by PRSA via Registrar Office Notification; however, its feedback in enhancement of quality assurance is yet to be synchronized with existing student feedback mechanisms.
- c. **Faculty Hiring Quality & Development.** NDU recruits, retains, and develops highly qualified faculty members following HEC guidelines and NDU Statutes. The university ensures faculty competence by verifying their qualifications and relevant teaching or industry experience. Faculty development programs¹⁰, workshops, and training sessions are regularly conducted to enhance teaching methodologies and research capabilities. Faculty evaluation is conducted through student feedback surveys and peer reviews, ensuring a high standard of academic delivery. At present, verification of claimed publications is done by QEC at preliminary scrutiny level; however, validation mechanism of claimed experience is yet to be developed by HR.
6. **Institutional Research and Innovation.** NDU fosters research and innovation through its research centers, including ISSRA, Constituent colleges (C&SC Quetta, PNWC Lahore, SoA Nowshera and SAAD, karachi). Research output is monitored, and faculty members/ students/ staff/ Researchers are encouraged to publish in high-impact journals¹¹. Interdisciplinary research collaborations with industry and government organizations contribute to policy recommendations and national security studies. Research ethics¹² and integrity are maintained through strict adherence to publication

⁹ NDU Academic Integrity Policy is in process of Approval.

¹⁰ ORIC Faculty development mechanism is in process of Approval.

¹¹ SOP Incentive Based Research and Publication in vogue.

¹² SOP Research ethics in vogue.

standards. Strict compliance with NDU/HEC Anti-Plagiarism SOP¹³ using Turnitin. Adherence to ethical guidelines for research integrity and intellectual property (IP) rights. At present, NDU has low Scopus indexed publications which is an impediment to international ranking projections e.g. Times Higher Education Ranking (THE), QS Ranking, etc. Through NDU Strategic Plan this area for improvement is being addressed through targets and KPIs.

7. **Student Learning & Support Services.**

a. Student Assessment & Feedback. Assessment methods include exams, assignments, presentations, and research projects. Student Course and Teacher Evaluation surveys conducted every semester and feedbacks are shared with concerned HoDs for Further necessary action. Graduating and Alumni Surveys are conducted annually to get feedback of graduates and alumni ensuring continuous academic improvement. Currently, Alumni engagement mechanism is being developed by FCS, however, low response rate of Alumni survey reports is an impediment to generalize its findings to improve the quality of education at NDU.

b. Student Support & Counseling. Career counseling, academic advising, and psychological support services are available for all students. PRSA organizes internships, job fairs, and industry linkages. Financial aid and scholarships for deserving students. Presently, QA framework doesn't cover the periodic review of quality of internships, job fairs, and industry linkages. Financial aid and scholarships for deserving students. Such mechanisms needs to be developed by PRSA. The pertinent reports to be presented to management for perusal and corrective actions.

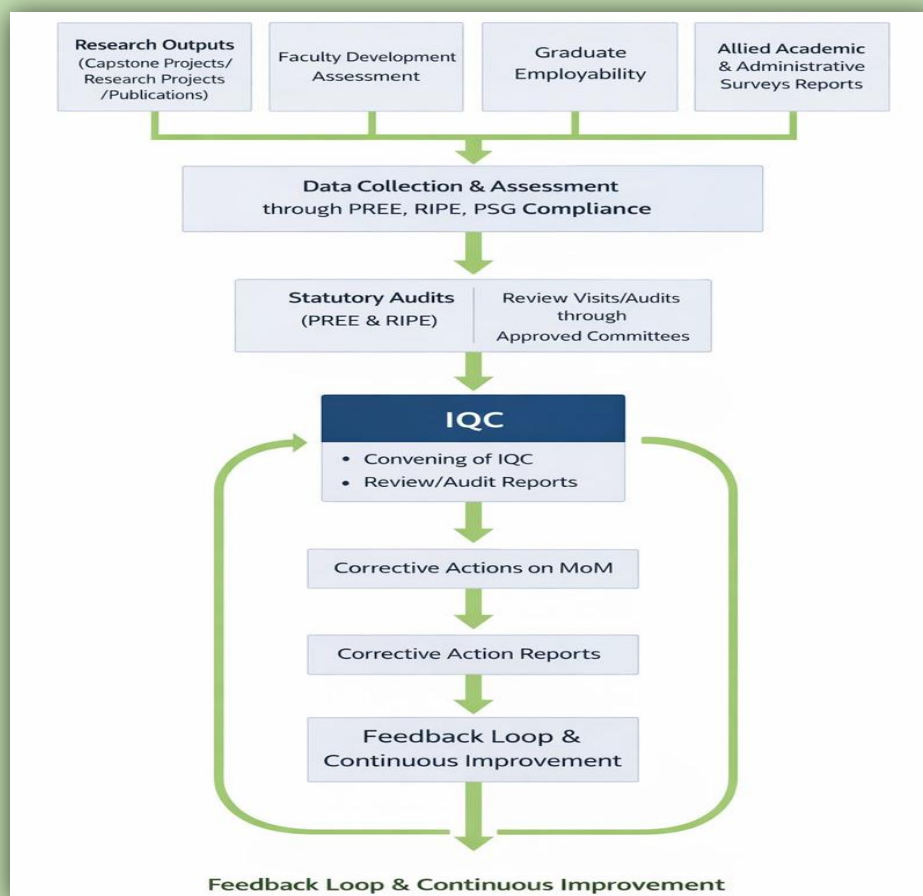
8. **Review of Institutional Performance and Enhancement (RIPE).** QEC NDU prepares annual Institutional Performance Enhancement Reports (IPER) as a mandatory requirement of HEC and for RIPE review visits. RIPE standards focus on governance, student support, academic quality, research, and infrastructure. Stakeholder engagement and feedback loops drive continuous quality improvement.

¹³ Anti-Plagiarism SOP of NDU in vogue.



9. **Digital Learning & IT Infrastructure.** Computer labs, digital library access, and campus-wide internet connectivity support digital learning. Use of Acadmax, CMS and QEC feedback portal system for student and faculty record management. At present, partial automation exist in FCS/NDU. A 5 year plan to be developed by IT department along with defined targets and KPIs. Periodic review report of this plan is to be put up to management for perusal/corrective action.

10. **Sustainability & Future Roadmap.** Integration of Sustainable Development Goals (SDGs) into NDU academic structure and policies to promote sustainability. Faculty and staff development programs are designed and implemented for sustaining QA initiatives. Continuous improvement mechanisms are practiced based on periodic internal/ external audits and HEC requirements. The above QA farework is also presented in a flow chart to dipict the sequence of of activities in a broader perspective



Ser	QA Function	Responsible Entity	Supporting Bodies
a.	Policy Implementation	President NDU	Syndicate, Senate, ACM, ASRB
b.	QA Oversight	QEC	IQC
c.	Academic Quality	Deans, HoDs	BoS, BoF, ACM
d.	Research Quality	RVC and HODs	Research Centers ASRB
e.	Student Support	Departments, PRSA	Administration
f.	Monitoring & Reporting	QEC	All stakeholders

11. Contents of this framework is subject to change as and when deemed appropriate by the university or will be reviewed after 3 years after its circulation date.

12. This document of “**Quality Assurance Framework at NDU**” will be implemented with immediate effect after its circulation.



Director QEC
(Dr Farrukh Idrees)