



## **Assessors' Report**

### ***Norbuling Rigter College***

*(Affiliated to the Royal University of Bhutan)  
Kuen-Gaa Group of Companies Pvt. Ltd.  
Doteng, Paro,  
Bhutan Post Box: 1211*

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**November 20<sup>th</sup> -25<sup>th</sup> 2022**

Submitted to  
The Quality Assurance and Accreditation Division (QAAD)  
Secretariat, Bhutan Accreditation Council (BAC)

April 2022

As reported by Mr. Tashi Chonjur, Chairperson  
Ms Tshewang Tashi, Member  
Mr. Sonam Tshering, Member Secretary

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## List of abbreviations

AQAR	Annual Quality Assurance Report
B. Com	Bachelor of Commerce
BA	Bachelor in Arts
BBA	Bachelor of Business Administration
BCSE	Bhutan Civil Service Examination
BoB	Bank of Bhutan Ltd
CAC	College Academic Committee
CMT	College Management Team
DAHE	Department of Adult and Higher Education
EEE	Extended Enrichment Experience
FSV	Forum for student voice
GNH	Gross National Happiness
HRD	Human Resource Development
ICT	Information and Communication Technology
IQA	Internal Quality Assurance
MoA	Memorandum of association
MoC	Memorandum of Cooperation
MoU	Memorandum of understanding
NRC	Norbuling Rigter College
PBoEs	Programme Board of Examiners
PC	Programme Committee
PD	Professional Development
PE	Preliminary Examination
PL	Program Leader
QASEC	Quality Assurance and Systems Enhancement Committee
RUB	Royal University of Bhutan
SOP	Standard Operating Procedures
SPBD	School Planning Building Division
SWS	Staff Welfare Scheme
TL	Teaching Learning
TOR	Terms of Reference
VMO	Vision, Mission and Objectives
WAL	The Wheel of Academic Law

## Section A: General Information on the University

<b>Name</b>	Royal University of Bhutan
<b>Establishment Year</b>	2003. For details, please visit: <a href="https://www.rub.edu.bt/index.php/en/the-university/the-university.html">https://www.rub.edu.bt/index.php/en/the-university/the-university.html</a>
<b>Legal basis</b>	Royal Charter and Statutes signed on 18 <sup>th</sup> April, 2003 by His Majesty the Fourth Druk Gyalpo, Jigme Singye Wangchuck. For detail please visit: <a href="https://www.rub.edu.bt/images/rub/staff/Rules-And-Regulations/RUB-GM.pdf">https://www.rub.edu.bt/images/rub/staff/Rules-And-Regulations/RUB-GM.pdf</a>
<b>Official launch</b>	2 <sup>nd</sup> June 2003
<b>Number of Faculty and Affiliated Institutions</b>	RUB has 10 constituent Colleges and 2 private affiliated Colleges
<b>Vision</b>	An internationally recognized university steeped in GNH values
<b>Missions</b>	<ul style="list-style-type: none"> <li>• To provide programmes of study at tertiary education level, of relevance and good quality which will fulfill the needs of the country for an educated, skilled and humane population;</li> <li>• To promote and conduct research to contribute to the creation of knowledge of relevance to Bhutan, and</li> <li>• To provide training and professional services for the enhancement of knowledge, capacity building and community development.</li> </ul>
<b>Governance Structure</b>	Please find the structure of the University on page 2 of the RUB Governance Manual. This link will take you to the Governance Manual: <a href="https://www.rub.edu.bt/images/rub/staff/Rules-And-Regulations/RUB-GM.pdf">https://www.rub.edu.bt/images/rub/staff/Rules-And-Regulations/RUB-GM.pdf</a>
<b>University Important Documents</b>	<ol style="list-style-type: none"> <li>1. Royal Charter of RUB</li> <li>2. Statutes of the RUB</li> <li>3. The Wheel of Academic Law</li> <li>4. Student Service Management Policy and Guidelines</li> <li>5. Strategic Plan</li> <li>6. Annual Reports</li> </ol>
<b>HR strength of the University</b>	<ol style="list-style-type: none"> <li>1. Office of the Vice Chancellor: 44</li> <li>2. Administrative/Technical/Research:579</li> <li>3. Teaching-in three Faculty: (Regular, Core, Adjunct) 551</li> </ol>

	<p>Total HR strength: 1130</p> <p>For details, please refer RUB Annual Report 2020-21 in the following link</p> <p><a href="https://www.rub.edu.bt/index.php/en/annual-reports.html">https://www.rub.edu.bt/index.php/en/annual-reports.html</a></p>
<b>University Strategic Core Areas</b>	<p>Core Mandate:</p> <ol style="list-style-type: none"> <li>1. Teaching- Learning</li> <li>2. Research</li> <li>3. Services</li> </ol> <p>Six Themes of Development defined in the RUB Strategic Plan:</p> <ol style="list-style-type: none"> <li>1. Enhancement of Quality and Relevance of Programmes</li> <li>2. Enhancement of Research, Innovation and Scholarship</li> <li>3. Promotion of GNH-Inspired Environment</li> <li>4. Promotion of Innovation and Entrepreneurship</li> <li>5. Promotion of Life-Long Learning</li> <li>6. Diversification of Revenue Streams</li> </ol> <p>The details please refer RUB Strategic Plan in the following link  <a href="https://www.rub.edu.bt/index.php/en/strategic-plan/968-rub-strategic-plan-2030.html">https://www.rub.edu.bt/index.php/en/strategic-plan/968-rub-strategic-plan-2030.html</a></p>
<b>Future Plans</b>	<p>Please refer to the RUB Strategic Plan 2030, however, there are new initiatives and plans through the Education Reform which are all under discussion.</p>

## Section B: Assessors' Main Report

Part 1: General information	
1.1 Name and Address of the institution.	Norbuling Rigter College, Paro, Bhutan
1.2 Year of establishment.	July, 2017
1.3 Current academic activities at the institution (Number).	6
<ul style="list-style-type: none"> <li>• Faculties /Schools</li> </ul>	
<ul style="list-style-type: none"> <li>• Departments/Centres</li> </ul>	<b>2 Departments (Academic and Administration)</b>
<ul style="list-style-type: none"> <li>• Programmes/Courses offered</li> </ul>	UG: 6 PG: 0 Six New programmes in the last five years: <ol style="list-style-type: none"> <li>1. Bachelor of Commerce (Finance and Accounting)</li> <li>2. Bachelor of Business of Administration (Marketing, Human Resource Management and General Management)</li> <li>3. Bachelor of Arts in Political Science and Sociology</li> <li>4. Bachelor of Arts in Dzongkha and English</li> <li>5. Bachelor of Arts in Development Studies</li> <li>6. Bachelor of Arts in English</li> </ol>
<ul style="list-style-type: none"> <li>• Regular faculty members</li> </ul>	<b>Male: 29, Female: 15, Total: 44</b>
<ul style="list-style-type: none"> <li>• Contract faculty members</li> </ul>	<b>Male:0, Female: 0, Total: 0</b>
<ul style="list-style-type: none"> <li>• Staff (Technical, administrative &amp; support)</li> </ul>	<b>Male: 19, Female:22, Total: 41</b>
<ul style="list-style-type: none"> <li>• Students</li> </ul>	Male: 345, Female: 393, Total: 738
1.4 Three major features in the institutional context (As perceived by the assessors)	<ul style="list-style-type: none"> <li>• Big Campus - Possibility for expansion as well as good college ambiance.</li> <li>• Growth opportunity</li> <li>• Supportive NRC Board</li> </ul>
1.5 Date of visit	21 <sup>st</sup> to 25 <sup>th</sup> November, 2022
1.6 Composition of the assessors	
Chairperson	<b>1. Mr Tashi Chonjur</b> Chief Executive Officer Institute for Excellence and Development (iED) Email: <a href="mailto:tchonjur@gmail.com">tchonjur@gmail.com</a> Phone: +975-17975757 <ul style="list-style-type: none"> <li>• Master of Education from St Fx, Canada and Paro College of Education, Royal University of Bhutan.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Over 24 years of experience in various positions including 16 years in the civil service as a teacher, Principal, and District Education Officer.</li> <li>• One of the pioneers and a well experienced assessors for the institutional accreditations having been involved in the successful accreditation of five HEIs)</li> </ul>
<p><b>Other member</b></p>	<p><b>2. Ms Tshewang Tashi</b></p> <p style="text-align: right;">Executive Director The Loden Foundation Email: twang_tashi@yahoo.com Phone: +975-17839172</p> <ul style="list-style-type: none"> <li>• MPA (Speciality – Public Finance) from L’Institut International d’Administration Publique (IIAP), Paris, FRANCE</li> <li>• Over 33 years of well-established professional experiences in various areas (Public/Private/International/Social).</li> </ul> <p><b>3. Mr. Sonam Tshering</b></p> <p style="text-align: right;">Finance Officer Accounting &amp; Auditing Standards Board of Bhutan, Ministry of Finance, Thimphu Email: sonamtshery@gmail.com Phone: +975-17646212</p> <ul style="list-style-type: none"> <li>• Master of Business Administration with specialization in Accounting and Finance from Maastricht, Netherlands.</li> <li>• Over 16 years of experience in various position in government agencies, and has deep professional experiences in the field of Accounting, Auditing and Finance.</li> </ul>
<p><i>BAC Coordinator/QAAD officials</i></p>	<p>Name:</p> <ol style="list-style-type: none"> <li>1. Mr NB Raika, Specialist, DAHE, MoE</li> <li>2. Ms Sangye Choden, CPO, QAAD, DAHE, MoE</li> <li>3. Mr Sherab Jatsho, PO, QAAD, DAHE, MoE</li> </ol>



Part 2: Key Aspects-wise analysis	Observations (Strengths and/or Weaknesses on Key Aspects) <i>Note: Please limit to three major ones for each; use telegraphic language; it is not necessary to have all three each time - write only relevant ones</i>
<b>2.1 Governance, Leadership, and Management</b>	
2.1.1 Vision, Mission, and Objectives	<ul style="list-style-type: none"> <li>● Vision, Mission and Objectives clearly stated.</li> <li>● The goals are not clearly stated however, strategic direction is reflected.</li> <li>● Has a strategic plan.</li> </ul>
2.1.2 Organizational structure and management	<ul style="list-style-type: none"> <li>● Structure in place.</li> <li>● CMT and NRC Board in place.</li> <li>● Follows the corporate governance structure.</li> <li>● Mandates and Standard Operating Procedures (SOP) are defined.</li> </ul>
2.1.3 Accountability and transparency	<ul style="list-style-type: none"> <li>● External and Internal Auditing systems are in place.</li> <li>● Quality Assurance and Systems Enhancement Committee (QASEC) established.</li> <li>● College Academic Committee (CAC) ensures academic accountability.</li> <li>● Student representatives are in CMT and CAC.</li> <li>● Feedback mechanism has been instituted.</li> <li>● External examiner evaluates the program.</li> <li>● Submits Annual Quality Assurance Report (AQAR) to DAHE.</li> <li>● Performance Appraisal system is in place.</li> </ul>
2.1.4 Leadership and academic autonomy	<ul style="list-style-type: none"> <li>● There is a clear line of reporting.</li> <li>● College has autonomy over its internal management and academic affairs.</li> <li>● Leadership grooming and succession planning could be consciously planned.</li> </ul>
2.1.5 Strategic development, planning, and implementation	<ul style="list-style-type: none"> <li>● NRC Strategic Plan 2022 is in place.</li> <li>● Individual target setting is in place.</li> <li>● Performance Appraisal is done.</li> <li>● Semester Planning and review meetings are in place.</li> <li>● Different sources of revenue reflected in the document.</li> </ul>

<b>2.2 Curriculum Design and Review</b>	
2.2.1 Curriculum design and development	<ul style="list-style-type: none"> <li>● Out of 6 programmes, only BA in Development Studies is developed by NRC.</li> <li>● Two new programmes, BA in Tourism Management and BA in Hotel Management, are ready. Waiting for implementation approval.</li> <li>● BA in Development, BA in English and BA in Political Science curriculum includes GNH modules.</li> <li>● Research module is a mandatory part of the programme.</li> </ul>
2.2.2 Curriculum evaluation and review	<ul style="list-style-type: none"> <li>● There is a system to evaluate and review curriculum.</li> <li>● The Programme Committee (PC) discusses the report submitted by module tutor and finally reviewed by College Academic Committee (CAC).</li> <li>● External examiner also evaluates the curriculum and provides feedback.</li> </ul>
2.2.3 Academic flexibility and programme diversification	<ul style="list-style-type: none"> <li>● Students make their academic choices during the admission. Students can change the programme only within one week of their admission.</li> <li>● BBA and B. Com students have some options to choose their majors.</li> <li>● No electives being offered.</li> <li>● Internal credit transfer system is in place for similar programmes, and external credit transfer is a challenge.</li> </ul>
<b>2.3 Teaching, Learning, and Assessment</b>	
2.3.1 Teaching learning process	<ul style="list-style-type: none"> <li>● Semester module plan developed by tutors and PC reviews it.</li> <li>● There is a system to give modules and tutor feedback by students.</li> <li>● Innovative methods of teaching could be improved.</li> <li>● Planning to enhance the database of e-resources.</li> <li>● More internships could be explored.</li> <li>● Guest speakers, field trips and project works have been initiated.</li> </ul>
2.3.2 Assessment process	<ul style="list-style-type: none"> <li>● Follows the Wheel of Academic Law.</li> <li>● Moderation system is followed.</li> <li>● Formative and summative assessment is in place.</li> <li>● Various feedback given to students for progressive learning like evaluative and descriptive feedback.</li> </ul>

	<ul style="list-style-type: none"> <li>● External examiner also does the assessment.</li> <li>● Annual programme monitoring report is in place.</li> <li>● Mechanism to review results is in place.</li> </ul>
2.3.3 Student engagement	<ul style="list-style-type: none"> <li>● Engaging activities like tutorials, field trips, participation in seminars, participatory learning, consultation, referencing and assignments are used.</li> <li>● Peer and self-assessment are also used like peer comments on presentation, reflection on module tutors, class observation.</li> <li>● Initiate Extended Enrichment Experience (EEE) to discuss issues.</li> <li>● Initiatives to promote lifelong learning in students could be improved.</li> </ul>
2.3.4 Teaching-learning materials	<ul style="list-style-type: none"> <li>● TL materials available from the college Library could be improved.</li> <li>● Use of google classroom and social media apps.</li> <li>● Use of ICT tools and equipment could be improved</li> <li>● Lack of a dedicated e-library.</li> </ul>

<b>2.4 Human Resources and Services</b>	
2.4.1 Human resource management system	<ul style="list-style-type: none"> <li>● Follow NRC Operations Guide 2017 and their service rules and regulations.</li> <li>● Follow TORs of each unit</li> <li>● NRC Board, CMT and QASEC safeguards the procedures to maintain fair and transparent recruitment and promotion procedures.</li> <li>● PD needs analysis could have been strengthened.</li> <li>● No policy to ensure leadership development and succession planning but some practices are there in the form of chairing committees, heading units, PL, etc.</li> </ul>
2.4.2 Quality human resource	<ul style="list-style-type: none"> <li>● Quality is maintained through resource check and validation by RUB.</li> <li>● Need robust mechanisms to recruit and retain experienced and qualified faculty.</li> <li>● Faculty student ratio is 1:16.77 though minimum requirement is 1:19 by RUB.</li> <li>● The faculty are mostly young.</li> </ul>

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2.4.3 Human resource development	<ul style="list-style-type: none"> <li>● New faculty are given training on pedagogy, module writing, google classroom, moodle and research methods</li> <li>● PD programs could be strengthened.</li> <li>● System of recognizing and rewarding high performing employees seen but action for non-performer not seen.</li> <li>● There are procedures to secure a budget for PD. The 16th NRC Board advised for 2% of the proposed budget.</li> <li>● HRD master plan is yet to be developed.</li> </ul>
2.4.4 Service conditions	<ul style="list-style-type: none"> <li>● Performance is based on target setting and performance appraisals, teaching, research and innovative practices.</li> <li>● A functional mechanism is in place to monitor and evaluate staff performance.</li> <li>● SWS policy is in place.</li> <li>● There is minimal evidence of staff being rewarded for innovative teaching-learning practices.</li> </ul>

**2.5 Research, Publications, and Linkages**

2.5.1 Research culture	<ul style="list-style-type: none"> <li>● Planned to launch NRC's first research journal.</li> <li>● No significant research outcome/output as of now.</li> <li>● 8 consultancy works have been carried out.</li> <li>● Mandatory research module is in the final year.</li> <li>● College allots about 0.5% of the annual institutional budget for research however, it is not used optimally.</li> <li>● Capacity building to improve research undertakings could be strengthened.</li> <li>● Research events could be strengthened.</li> </ul>
2.5.2 Research and publication	<ul style="list-style-type: none"> <li>● Research and publication need to be strengthened.</li> <li>● Two papers on a Sheltho: Weaving Bhutanese approach to data collection method, and Old Wine in New Bottle: Reflections on the Under Graduate Research Modules offered in RUB Colleges have been written as of now.</li> <li>● One book publication "Management - Theory and Practice" is published by one faculty.</li> <li>● Planning to create a research database.</li> </ul>
2.5.3 Consultancy and extension services	<ul style="list-style-type: none"> <li>● Few consultancy services were provided in the last three years at the national level.</li> <li>● Professional services given in the form of resource person, visiting faculty, external examiner, etc at the national level.</li> </ul>

	<ul style="list-style-type: none"> <li>• Consultancy and extension services could be strengthened.</li> <li>• The details of revenue generated through consultancy are maintained.</li> </ul>
2.5.4 Collaborations & linkages	<ul style="list-style-type: none"> <li>• Collaboration with two Institutes within Bhutan and discussion going on for linkages with institutions outside Bhutan.</li> <li>• More institutional collaborations and linkages could be explored.</li> <li>• No exchange programs.</li> <li>• Not a member of any professional body as of now.</li> </ul>

## 2.6 Infrastructure and Learning Resources

2.6.1 Academic infrastructure	<ul style="list-style-type: none"> <li>• Facilities and infrastructure development based on DAHE directives and validated by them.</li> <li>• Follow the NRC strategic plan and the NRC Board monitors it.</li> <li>• Resource check and validation is also done by RUB. It does the monitoring as well.</li> <li>• Inclusive structures not yet planned.</li> </ul>
2.6.2 Residential infrastructure	<ul style="list-style-type: none"> <li>• Accommodates around 65% of the students.</li> <li>• Games facilities are available.</li> <li>• There is adequate drinking water in the campus.</li> <li>• Laundry and Salon facilities are also available on payment basis.</li> <li>• Access to the internet is there but the network needs improvement.</li> <li>• The hostels lack a heating system. However, students are allowed to use their own heating equipment in their rooms.</li> <li>• Residential structures are not adequate for both students and staff.</li> </ul>
2.6.3 Recreational and other facilities	<ul style="list-style-type: none"> <li>• Staff and student recreational and other facilities are there but it could be improved. Guest house for visitors are being negotiated with homestay providers.</li> <li>• Internet accessible across the campus.</li> <li>• Football field, outdoor basketball and volleyball courts, indoor table tennis and badminton court, archery range are in place.</li> </ul>

	<ul style="list-style-type: none"> <li>● Cafeteria, café, stationery shop and BoB Connect facilities are also available.</li> <li>● Inclusive facilities are yet to be planned.</li> </ul>
2.6.4 Library services	<ul style="list-style-type: none"> <li>● Library Policy and Committee in place.</li> <li>● Monitoring is done by CMT and QASEC.</li> <li>● User satisfaction survey is being planned but there is no feedback collection system for library services from students.</li> <li>● Uses KOHA System.</li> <li>● Uses google drive for sharing e-resources.</li> <li>● No access to computers in the library with internet facilities for students to use.</li> <li>● Per semester budget of Nu.800,000 kept for library procurement.</li> <li>● Library services could be strengthened.</li> </ul>
2.6.5 ICT services	<ul style="list-style-type: none"> <li>● 2 computer labs with 40 computers in each lab connected to the internet.</li> <li>● Uses plagiarism checking software.</li> <li>● Use of ICT tools and equipment seen in the teaching-learning process.</li> <li>● The institute plans to invest in digitalization of the library and subscription of online resources.</li> </ul>
2.6.6 Safety and maintenance of physical infrastructure	<ul style="list-style-type: none"> <li>● SPBD has approved all the college building drawings, which are to be earthquake resistant and safe.</li> <li>● Planning to put old residences to other productive uses.</li> <li>● Disaster management guidelines for the Committee are there but mock drills have not been conducted yet.</li> </ul>

<b>2.7 Student Services</b>	
2.7.1 Admission process and student record	<ul style="list-style-type: none"> <li>● Admissions carried out based on WAL (C1).</li> <li>● College Admission Committee ensures that Admission criteria and enrollment processes are followed.</li> <li>● Online admission system is in place.</li> <li>● Fees and admission details disseminated through various means like website, handbook, facebook etc.</li> <li>● Admission policy on supporting special education needs and inclusiveness is not seen.</li> <li>● Student data is maintained.</li> </ul>
2.7.2 Student progression	<ul style="list-style-type: none"> <li>● Record of student progression is maintained.</li> </ul>

	<ul style="list-style-type: none"> <li>• The Programme Board of Examiners (PBoEs) reviews academic performance.</li> <li>• A week-long orientation programme given to new students.</li> <li>• Remedial measures like tuition and extra classes are provided to students.</li> <li>• There is no full time Counselor in the college.</li> <li>• Systems in place to recognize performing students in the form of various awards.</li> </ul>
2.7.3 Student engagement activities	<ul style="list-style-type: none"> <li>• Wide range games and sports and other co-curricular activities in place.</li> <li>• No fixed fund allocation to encourage students to achieve excellence or engagement activities though college does have funds for these activities.</li> <li>• Promotes entrepreneurial knowledge and skills through participation in business idea competition, Rigger Expressions, etc.</li> </ul>
2.7.4 Student support systems	<ul style="list-style-type: none"> <li>• Student dining and quality meals are checked by the Mess Committee, QASEC and staff as well.</li> <li>• Student governing body presidents and other student leaders are elected based on the eligibility criteria reflected in the guideline for student election.</li> <li>• Mess committee ensures healthy and nutritious food.</li> <li>• The Student Handbook is shared with all students and new students given orientation on it. Copies are also available in the library.</li> <li>• As a result of the satisfaction survey, college increased the internet bandwidth.</li> <li>• Some sort of grievances redressal system in place through FSV.</li> <li>• Some support systems for vulnerable students – sentimental and monetary support for hospitalized students.</li> <li>• Award system in place – academic and non-academic including financial support and scholarships.</li> </ul>
2.7.5 Special needs and Inclusive services	<ul style="list-style-type: none"> <li>• Policy is being discussed at the moment.</li> <li>• Gender equity is ensured by the college.</li> <li>• No facilities for students with special needs as of now though College plans to have it.</li> <li>• Sexual Harassment Policy is in place.</li> </ul>

2.7.6 Graduate employability	<ul style="list-style-type: none"> <li>● College started to collect feedback on the alumni.</li> <li>● College initiates PE and BCSE preparatory courses.</li> <li>● Abundance Mindset Venture facilitates potential sponsors for students.</li> <li>● Yet to initiate identifying and recognising outstanding alumni.</li> <li>● Graduate performance assessment not seen.</li> <li>● No evidence of initiating on campus recruitment.</li> </ul>
2.7.7 Alumni engagement	<ul style="list-style-type: none"> <li>● Alumni profile database is being collected.</li> <li>● Rifter Alumni Association has been formed.</li> <li>● Plans to engage alumni in college activities and events.</li> <li>● College adopted alumni awards to recognize the contributions of NRC alumni but not awarded even once.</li> </ul>

<b>2.8 Internal Quality Assurance and Enhancement System</b>	
2.8.1 Quality assurance system	<ul style="list-style-type: none"> <li>● IQA mechanism is in the form of QASEC</li> <li>● Various committees, student feedback systems, external examiner, review meetings etc also ensure the quality.</li> <li>● Auditing systems in place.</li> <li>● NRC Operations Guide is reviewed by QASEC.</li> <li>● Alumni and stakeholder engagement in enhancing internal quality is yet to be implemented.</li> </ul>
2.8.2 Continuous quality enhancement	<ul style="list-style-type: none"> <li>● Use QASEC for quality enhancement and also other mechanisms like module and programme feedback and reports, reflection exercises, etc.</li> <li>● Use student feedback for improvement of performance and professional practices.</li> </ul>
2.8.3 Innovative practices	<ul style="list-style-type: none"> <li>● Rifter Expression is initiated to promote and facilitate innovative practices by students.</li> <li>● College could explore more innovative practices.</li> </ul>
2.8.4 Institutional branding	<ul style="list-style-type: none"> <li>● Received awards from World Education Congress for college, President, Dean and one Assistant Professor.</li> <li>● Rifter Essay, Rifter Run, are a few ways to brand the college.</li> </ul>



	<ul style="list-style-type: none"><li>• Networking with Tarayana and RENEW for fee waiver and Abundance Mindset Venture initiatives also promotes the brand.</li><li>• Done through website, participation at international conferences and seminars by faculty members, hosting conferences and seminars on the campus, the institutional linkages and networks.</li><li>• Community immersion in the form of community participation is another way to promote a brand.</li><li>• Promotes GNH values and principles.</li></ul>
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Part 3: Overall analysis	<p><i>Observations</i></p> <p><i>Note: Please limit to five major ones for each; use telegraphic language; It is not necessary to have all five bullets under each</i></p>
3.1 Institutional strengths	<ul style="list-style-type: none"> <li>● Institutional Vision, Mission and Objectives.</li> <li>● Strong NRC Board.</li> <li>● Establishment of QASEC.</li> <li>● Opportunity for expansion.</li> </ul>
3.2 Institutional Areas for improvement	<ul style="list-style-type: none"> <li>● Research and publication.</li> <li>● Industrial linkages and collaboration.</li> <li>● Innovative practices.</li> <li>● Accommodation facilities and amenities.</li> <li>● Development and design of the new curriculum.</li> <li>● Database of e-resources, e-library and printed resources.</li> <li>● Information dissemination.</li> <li>● Internal auditing process.</li> </ul>
3.3 Institutional opportunities	<ul style="list-style-type: none"> <li>● Research and consultancy services.</li> <li>● Scope for more industrial linkages and collaborations.</li> <li>● Scope for internship and campus recruitment.</li> <li>● Use of new technology for teaching-Learning.</li> <li>● More innovative practices.</li> <li>● Enhance learning resources and e-library system.</li> </ul>
3.4 Institutional challenges	<ul style="list-style-type: none"> <li>● Getting the best group of students.</li> <li>● Development and maintenance of infrastructure.</li> <li>● Employability of graduates.</li> <li>● External credit transfer.</li> <li>● Making linkages and signing of MoUs.</li> <li>● Recruiting and retaining qualified and experienced faculty.</li> </ul>

**Part 4: Recommendations – Standard-wise****4.1. Standard 1: Governance, Leadership and Management.**

- 4.1.1. Reflect the goals of the college.
- 4.1.2. Enhance information dissemination.
- 4.1.3. Strengthen internal auditing process (Organization risk management, governance and internal control process).

**4.2. Standard 2: Curriculum Design and Review.**

- 4.2.1. Strive to explore more innovative programmes.
- 4.2.2. Explore more new programmes.
- 4.2.3. Explore more elective options.

**4.3. Standard 3: Teaching, Learning and Assessment.**

- 4.3.1. Explore more innovative practices.
- 4.3.2. Could improve facilities especially in the digital space.
- 4.3.3. Explore more online materials (E-Library).
- 4.3.4. Explore inviting renowned and reputed visiting faculty.

**4.4. Standard 4: Human Resources and Services.**

- 4.4.1. Explore more funding to promote quality PD for all staff.
- 4.4.2. Adopt robust mechanisms to recruit and retain qualified, competent and experienced faculty.

**4.5. Standard 5: Research, Publications and Linkages.**

- 4.5.1. Research needs to be strengthened through fund allocation and external publishing avenues.
- 4.5.2. Explore more linkages and signing of MoUs.
- 4.5.3. Introduce exchange programs and apply for membership in appropriate professional bodies.
- 4.5.4. Encourage more faculty to take up inter and multi-disciplinary research works.
- 4.5.5. Explore paid software packages for research activities.

**4.6. Standard 6: Infrastructure & Learning Resources.**

- 4.6.1. Explore inclusive infrastructure.
- 4.6.2. Explore adequate accommodation for both staff and students.
- 4.6.3. Digitalization of the library and subscription of online resources could be explored.


**4.7. Standard 7: Student Services.**

- 4.7.1. Enhance community vitality activities.
- 4.7.2. More vibrant feedback system could be initiated.
- 4.7.3. Amenities like special services in the library and heating in rooms could be explored.
- 4.7.4. Explore more funds to encourage students to achieve excellence and for other engagement activities.
- 4.7.5. On campus recruitment could be explored.
- 4.7.6. Strengthen alumni and stakeholder engagement.

**4.8. Standard 8: Internal Quality Assurance and Enhancement System.**

- 4.8.1. Continue with the existing good practices.  
 4.8.2. Strengthen grievances redressal system.  
 4.8.3. Promote college brand at national, regional and international levels.

I agree with the observation of the assessors as mentioned in this report.

  
 President  
 Norbuling Rigter College  
 Dotey : Paro


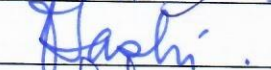

Tandin Dorji  
 23/11/2022

Name & dated Signature of the Head of the institution.


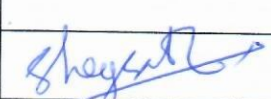


Seal of the institution.

Name & Signature of the assessors:

Name	Designation	Dated Signature
1. Tashi Chonjur	Chairperson	 23/11/22
2. Tshewang Tashi	Member	
3. Sonam Tshering	Member	

Name & Signature of BAC/QAAD official

Name	Designation	Dated Signature
1. Sangay Choden	Chief Program Officer	
2. N.B Raika	Executive Specialist	
3. Sherab Jatsho	Sr. Program Officer	

## Section C: Annexure

## 1. Brief CV of Assessors.

## A.

<b>Name</b>	Tashi Chonjur
<b>Mobile</b>	17975757
<b>Email ID</b>	tchonjur@gmail.com

<b>Professional Profile</b>	<ul style="list-style-type: none"> <li>• Master of Education with Post Graduate Certificate in Education and Certificate in Education planning and Management.</li> <li>• 16 Years of experience in education as a Teacher, Principal and District Education Officer.</li> <li>• Trained National Accreditor.</li> <li>• Accredited Sherubtse College, Gaedug College of Business, Royal Thimphu College, Samtse College of Education and Paro College Education.</li> </ul>
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<b>Professional Accomplishments</b>	<p>Passionate educationist turned social entrepreneur, and currently is the Chief Executive Officer (CEO) of iED, Edulink ECPF, Edulink Digital and SMART ECCD. Has Master of Educational Leadership and Management and over 16 years of experience as a teacher, principal and district education officer in the Royal Government of Bhutan. Institute for Excellence and Development (iED) is his brainchild, which he started with a team of like-minded professionals. Having served in the Ministry of Education of Bhutan for many years across the Nation from Chhukha to Tsirang to Pemagatshel to Sarpang, he resigned from the Civil Service in 2014 to start iED to serve the society through private sector platform. Attended many local, regional, national and international level trainings and skills up-scaling programs such as planning, implementation and monitoring skills; leadership trainings; coaching and mentoring trainings; program management trainings; and institutional accreditation skills trainings, Accreditation, New Business Creation and Entrepreneurship Development Program, to name just a few</p>
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<b>Experience</b>	<ul style="list-style-type: none"> <li>• Founder and CEO of iED Portfolio Companies since September 2014 till date</li> <li>• Trained National Accreditor since 2015</li> <li>• One of the Lead Trainer and Consultant for iED since 2014.</li> <li>• 2006 – 2009: Principal of Nangkor Higher Secondary School and brought the school in top 10 in the National ranking within three years time.</li> <li>• 2009-2010: Principal of Chhukha Higher Secondary School and in two years time, the school was in top 10 in National ranking.</li> <li>• 2011-2014: appointed as District Education Officer through the open competitive selection process.</li> </ul>
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<b>Education</b>	<ul style="list-style-type: none"><li>• B.A Economics, Sherubtse College, Delhi University, 2018</li><li>• P .G.C.E, National Institute of Education, RUB, 1999</li><li>• M.Ed (St Fx, Canada and PCE, RUB), 2008</li><li>• Educational Planning and Management (Certificate), NUEPA, New Delhi, 2013.</li></ul>
<b>Research and Publication</b>	<ul style="list-style-type: none"><li>• iED joint team research on 'Rethinking Sarpang Economy beyond Covid-19 '</li><li>• iED joint team research on 'Perception of youth on democracy'</li></ul>

**B.**

Name: Tshewang TASHI  
 Address: Langjuphaka, Thimthrom, Thimphu, BHUTAN  
 Telephone: +975 17839172 (mob)  
 E-mail Add: [twang\\_tashi@yahoo.com](mailto:twang_tashi@yahoo.com) / [bkuennyamp@gmail.com](mailto:bkuennyamp@gmail.com)  
 DOB: 22<sup>nd</sup> December 1966  
 Nationality: Bhutanese  
 Gender: Female

**Education**

Degree	Major Area of Study	College/University/Institute	Period of Study
MPA (Speciality – Public Finance)	Public finance and administration, budgeting and analytics of accounts	L'Institut International d'Administration Publique (IIAP), Paris, FRANCE	1995 to 1997
B Com	Auditing, Organizational Development, Statistics, Income Tax	Sherubtse College, Kanglung, BHUTAN	1986 to 1988

**Work Experience**

Position/ Period of Service	Organization	Description of Services Rendered
Executive Director 4 <sup>th</sup> May 2021 till date	The Loden Foundation	<ul style="list-style-type: none"> <li>Led the Loden Entrepreneurship Programme, Loden Education Initiatives and Loden Culture Programme</li> <li>Managed a 2-year project funded by UNESCO for preservation of intangible cultures of Bhutan</li> <li>Raised funds for 22 UG scholarships, various sponsorship for school going children</li> <li>Raised funds for 32 entrepreneurs under the Loden General Funding and for 6 entrepreneurs under the Loden Emergency Funding</li> <li>Established collaborations with Helvetas and UNICEF to train students and Out-of-School youth in entrepreneurship and fund 8 In-campus businesses</li> <li>Facilitated Loden relations with government, development partners and other CSOs</li> <li>Represented Loden in various external forums, meetings, committees such as Climate Talks (UNDP and Department of Renewable Energy), Stakeholder meetings with UN organisations, Helvetas, NEC, GNHC, ICIMOD etc, UNICEF Project Coordination Committee, Executive Committee of the Bhutan Civil Society Network etc</li> <li>Expanded the Loden network of donors, supporters, collaborators/partners</li> </ul>

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		<ul style="list-style-type: none"> <li>Conducted the Druk Tshongrig Gatoen, an annual entrepreneurship festival in 2022 and during the difficult covid times in 2021</li> </ul>
Board Director August 2022 till date	Bhutan Transparency Initiative (BTI)	<ul style="list-style-type: none"> <li>Fulfilled the duties of a member of the Board of Directors, under the leadership of the Chairperson</li> </ul>
Vice Chairperson January 2022 till date	Bhutan Civil Society Network (BCSN)	<ul style="list-style-type: none"> <li>Helped the Chairperson to lead the Network</li> <li>Chaired and led the Executive Committee meetings and activities</li> <li>Helped raise funds for the network (of 54 CSOs) and establish good working relations with the government, parliamentarians, development partners and foreign organisations</li> </ul>
Interim Chairperson/ Feb 2021- Present	Kilu Music School	<ul style="list-style-type: none"> <li>Identified the operational structure and developed strategy to move Kilu towards the vision of putting Bhutanese singers and musicians on an international platform and propagating Bhutanese music globally</li> <li>Implementing immediate activities to revitalize Kilu (presently in near stagnancy)</li> <li>In the process of setting up alliances with Trinity Guildhall School of Music and Drama (London), Cardiff University (Wales), Columbia University (USA) and Amsterdam Music Hall (Netherlands) with the objective of providing an alternative to academic education for talented children</li> <li>Obtained support for supply of equipment for online music classes</li> <li>Working on fund and other resource mobilization</li> </ul>
Local Expert April 2020 – August 2020	RENEW (Respect Educate Nurture and Empower Women)	<ul style="list-style-type: none"> <li>Reviewed existing policies and Constitution</li> <li>Discussed, reviewed and articulated RENEW's vision, mission</li> <li>Reviewed the strategic plan to align it with IPPF (International Planned Parenthood Federation) goals</li> <li>Reviewed RENEW's trajectorial alignment to the IPPF accreditation</li> <li>Developed RENEW's new governance structure and wrote the Governing Board Charter</li> <li>Created a list of activities for income generation to ensure operational sustainability</li> </ul>
Volunteer/ Facilitator Jan 2016 – April 2018  Under Royal Command	Bhutan Red Cross Society, Geneva, Switzerland	<ul style="list-style-type: none"> <li>Supported the working committee in Bhutan in establishing the Bhutan Red Cross providing feedback/learnings from my interactions with the International Committee of Red Cross and Red Crescent (ICRC), the International Federation of Red Cross and Red Crescent (IFRC), and the Swiss Red Cross.</li> <li>Facilitated a meeting between ICRC/IFRC and a delegation of Bhutanese parliamentarians led by the National Assembly Speaker. The meeting had a</li> </ul>



		positive impact and the Bhutan Red Cross Bill was passed by the Parliament unanimously.
President Oct 2014 - Nov 2015	Army Wives Association (TAPT) Haa, Bhutan	<ul style="list-style-type: none"> <li>• Built women-run social projects aimed at alleviation of financial, social and nutritional problems of around 3,000 family members of soldiers stationed at Haa:</li> <li>• Poultry and a fishery farm completed enabling enhanced nutrition while providing funds for meeting school expenses such as uniforms and stationery</li> <li>• Established a Support Centre consisting of rooms for evening studies, a playground and a library. Arranged for school-going children to receive tuition from volunteer teachers. This later transformed into an ECCD center under Royal Command</li> <li>• Designed an ambitious project for the army wives to grow medicinal plants and flowers, bake innovative products, and weave and tailor army uniform. This initiative received the benevolent support of Their Majesties, the King and Queen of Bhutan to become the 1<sup>st</sup> project approved under the Queen's Project Fund. This proved to be the catalyst for His Majesty granting a substantial fund dedicated to financing viable social projects in the armed forces. By His Majesty's command, Six fully equipped baking and tailoring training were established in Army Wings, Haa being one of them.</li> </ul>
Member Oct 2013 – Oct 2014	National Women Steering Group (BNEW) Bhutan Network for Empowering Women	<ul style="list-style-type: none"> <li>• Participated in development of national strategy for improving the presence of women in politics</li> <li>• Mentored women aspirants for local government posts</li> </ul>
Advisory Consultant Nov 2013 - Jan 2014	G4S Secure Solutions Pvt Ltd, Bhutan	<ul style="list-style-type: none"> <li>- Successfully aided the CEO in strategizing transition from FDI company to national company thereby safeguarding the interests of the more than 500 employees at stake with withdrawal of G4S UK from the joint venture.</li> <li>- Provided sound advice enabling the company to avoid lapses that had cost the company dearly in penalties in the past.</li> <li>- Achieved in readying the company accounts for Tax Audit for 2012 and 2013 and assisting the company during the tax audit.</li> </ul>

ANNEXURE XI

<p>Vice President Oct 2012 - Dec 2015</p>	<p>Bhutan Kuen-Nyam Party (BKP), Bhutan</p>	<ul style="list-style-type: none"> <li>- Together with the President and key members, established the Bhutan Kuen-Nyam Party in terms of recruitment of candidates, drawing up the party Charter, enabling party registration and writing the party manifesto</li> <li>- conducted the annual party convention, garnering party support both in membership and finance</li> <li>- Maintained strict adherence to existing laws and ethical practices within the party</li> <li>- Led the initiative that resulted in the creation of Bhutan Democracy Dialogue, the common platform of interaction for all 5 political parties in Bhutan and led the writing of its charter</li> <li>- Represented the Party in many conferences, delegations and public-speaking forums</li> </ul>
<p>Chief Internal Auditor/ Head of Internal Audit Service Oct 2011 - Oct 2012</p>	<p>Internal Audit Service (IAS), Ministry of Finance (MoF), Royal Government of Bhutan</p>	<ul style="list-style-type: none"> <li>- Led, aided by only 3 demotivated staff members, reinstatement of an IAS that was on the verge of redundancy after 12 years of neglect</li> <li>- Enabled the IAS to increase its presence by reviving the dysfunctional tripartite bi-annual meeting arrangement with the Anti-Corruption Commission (ACC) and the Royal Audit Authority (RAA), Advocated and injected enthusiasm in RCSC toppers to opt for the IAS positioning internal auditors in 10 important districts as a result</li> <li>- Took up UNDP offer made to MOF to build the National Internal Control Framework and managed to obtain the additional support of the World Bank and ADB towards strategically funding the enhancement of professional capacity of the internal auditors. Further, successfully negotiated with the World Bank to support long-term development of the IAS through professional certification and related trainings</li> <li>- Initiated the introduction of the Internal Audit Bureau, a professional support center for the internal auditors</li> </ul>
<p>Commissioner June 2011 - Sept 2011</p>	<p>Department of Revenue and Customs (DRC), Bhutan</p>	<ul style="list-style-type: none"> <li>- Reported on the learning from my tenure with the World Bank and made recommendations for changes to be initiated in the DRC while awaiting RCSC approval for extension of my tenure with the IFC thereby enabling me to launch the SME Ventures program in Bhutan</li> </ul>
<p>Short Term Consultant Feb 2011 - June 2011</p>	<p>SME Ventures, International Finance Corporation (IFC), Bangladesh</p>	<ul style="list-style-type: none"> <li>- Carried out missions to study the opportunity for investment in SMEs in South-Asia through injection of venture capital and support with advisory services especially in terms of trainings and SME toolkits.</li> <li>- The programs in Nepal and Bangladesh successfully launched and the mission report for Bhutan completed. The program could not be launched in Bhutan as the Royal Civil Service Commission would not accept the IFC request for continuation of my services but convinced IFC to invest 2 million dollars and continue the SME Ventures program in Bhutan</li> </ul>

Extended Term Consultant June 2010 - Jan 2011	Investment Climate Division, IFC, Washington DC	<ul style="list-style-type: none"> <li>- Delegated to the World Bank for 1 year, led a group of researchers in global mapping of regulatory burden on businesses resulting in the production of a reference document for developing countries aiming to improve investment climate</li> <li>- Provided feedback to the Bhutan Team on projects forwarded by the RGOB</li> <li>- Sat at administrative meetings of Investment Climate personnel and provided strategy for resolving manpower issues, particularly with the <u>Doing Business</u> group</li> </ul>
Regional Director 2005 - 2010	Regional Revenue and Customs Office (RRCO), Gelephu, Bhutan	Administered the RRCO Gelephu, maintained good working relations with heads of agencies in the 6 Dzongkhags and with tax and customs counterparts across the border (In Assam), forecasted revenue collection and monitored all revenue collecting agencies in the 6 Dzongkhags. Represented the RRCO for annual departmental and DYT meetings. Also provided support ensuring the smooth establishment of the Bumthang RRCO
Head, Tax Administration 2001 - 2004	Regional Revenue and Customs Office, Gelephu	Conducted (in English, Dzongkhag and Nepali) PIT taxpayer education workshops in 6 Districts, set tax collection targets and tax audit programs, monitored tax staff and provided feedback and editing services for revision of the Income Tax Act and Rules
Head, Tax Administration 1999 to 2000	Regional Revenue and Customs Office, Thimphu	Oversaw the initiation of Personal Income Tax for RRCO Thimphu while continuing to act as the Head of Tax Administration. Represented DRC during the review of the Companies Act
1997 to 1998/Head of Customs	Paro International Airport	<ul style="list-style-type: none"> <li>- Assigned on special mission to streamline Customs operations to prevent corruption. Throughout my tenure there were no corruption cases.</li> <li>- Made recommendations on organizational set up at the Paro International Airport</li> </ul>

### Voluntary work and Social activities

- Member of the Organizing Committee of the Youth Development Fund (YDF) Golden Youth Award annual program since 2018. Led the Literary Committee in 2018 and the Innovation & Entrepreneurship Committee in 2019
- Supporting recovering addict group (Jurwa) in Paro since 8 years during which period I helped them set up a drop-in center, obtained sports equipment, purchased coffee machine, participated in their school advocacy programs and attended the Narcotics and Alcohol Anonymous meetings from time to time
- Fundraising for worthy causes
- Raised Nu.180,000 within few hours for a medical college student who had been abandoned by both parents since childhood but managed to enroll himself in a medical college in Delhi. He was on the verge of being debarred from appearing the final examinations for lack of funds

- Organized funds from the Gelephu business community and parents of the students in Gelephu Lower Secondary School for activities that the school could not get budget approved. The funds were used for construction of 8 units toilet, replacement of fans in classrooms, purchasing computers and printers, and provide safe drinking water for the staff and students
    - Personal donation of 4 rickshaws to poor rickshaw drivers with many dependents in Bangladesh
    - Joined a citizen initiative Hope Covid-19 and led a team distributing food and other essentials to those in dire need (over 300 of 16 item packages in Thimphu) till the roll-out of His Majesty's Kidu Fund. The initiative was totally funded by donations from self, friends and relatives
    - Member of the Dessuup community (17<sup>th</sup> batch) and in 2020, served on patrolling duty for 5 months and as Norzin Wog coordinator during the first Covid-19 lockdown
- The above listed activities are a few of my many social endeavors.

#### Other Notable Activities:

- Panel member for a discussion on the position of women in Bhutan during Bhutan Film Festival at Zurich, 2016
- Talk on Bhutan at the Faculty of Oriental Studies, Oxford University, April 2017
- Connected Fab Lab, Bhutan with Tongue Lab, France for 3D printing of an apparatus for sleep apnea
- As the Bhutan coordinator for the Floriade 2022, raised funds, led the preparatory works for setting up the Bhutan Pavilion to enable Bhutan's participation (among 177 country representatives) for the 6 month duration of the Expo. The Floriade EXPO 2022 at Almere, Netherlands is one of the biggest horticultural expositions in the world that is held every 10 years, received 1.5 million visitors in 2012 and an expected 2 million visitors in 2022.

#### Language Skills

Language	Speak	Write	Read
English	Excellent	Excellent	Excellent
Dzongkha	Excellent	Good	Excellent
French	Good	Good	Excellent
Nepali	Good	Rudimentary	Rudimentary
Hindi	Good	Rudimentary	Rudimentary
Tibetan	Fair	Good	Excellent
Urdu	Fair	None	None

Can speak, though not fluently, Sharchopkha and can understand Bumtapkha to a certain extent.

Learning Russian, Spanish, and Dutch online

**Referees:**

1. Dasho Ugyen Namgyel  
Gyalpoi Zimpon  
His Majesty's Secretariat, Tashichhodzong  
Tel. No. 17602462  
E-mail [ugvenkn@gmail.com](mailto:ugvenkn@gmail.com)
  
2. Kesang Deki  
Cabinet Secretary  
Office of Prime Minister and the Cabinet  
Tel. No. 17140848  
E-mail [kesangd@cabinet.gov.bt](mailto:kesangd@cabinet.gov.bt)

C.

## Sonam Tshering

Taba, Thimphu, Bhutan

Date of Birth: 12<sup>th</sup> June 1981

Phone: +975 17646212 Place of Birth: Thimphu

E-Mail: sonamtshery@gmail.com Nationality: Bhutanese

### Profile Summary

Enthusiastic of wellbeing and willingness to support the society with 13 years experience in Accountancy, Internal Auditing and Management is looking for opportunities in the areas of finance, strategy, and administration working environment

### Education

10/2018- (10/2019)	<b>MBA (Master of Business Administration)</b> <ul style="list-style-type: none"> <li>Accounting &amp; Finance (Specialisation) - Global Economy, Strategic Innovation Management, Consulting, Corporate Responsibility and Ethic.</li> </ul>	Maastricht, Netherlands
06/2002- 04/2005	<b>Bachelor in Commerce (Hons), Major in Accountancy</b> <ul style="list-style-type: none"> <li>Accountancy (Specialisation) - Auditing, Business Organisation and Management, Income Tax &amp; Sales Tax Practice in India, Commercial &amp; Industrial Law.</li> </ul>	Darjeeling, India
03/2000- 12/2001	<b>Indian School Certificate (ISC) Examinations</b> <ul style="list-style-type: none"> <li>Accountancy, Commerce, Economics.</li> </ul>	Thimphu, Bhutan

### Work Experience

02/2020- Present	<b>Accounting &amp; Auditing Standards Board of Bhutan,</b> Ministry of Finance <ul style="list-style-type: none"> <li>Adopt/Develop/Issue high quality Accounting Standards consistent with international standards or adopt international standards</li> <li>Adopt/Develop/Issue high quality Auditing Standards consistent with international standards or adopt international standards as required by the Companies Act of Bhutan</li> <li>Adopt/Develop/Issue Public Sector Accounting Standards</li> </ul>	Thimphu, Bhutan
07/2016- 1/2020	<b>Internal Auditor, Internal Audit Division</b> Ministry of Labour and Human Resources <ul style="list-style-type: none"> <li>Develop and submit annual internal audit plans to the Management</li> <li>Implement the approved annual audit plan</li> <li>Issue periodic reports summarizing results of internal audit activities</li> <li>Maintain a professional audit staff and seek experts</li> </ul>	Thimphu, Bhutan
08/2006 - 06/2010	<b>Asst. Internal Auditor, Internal Audit Division</b> Ministry of Finance <ul style="list-style-type: none"> <li>Assist in developing and submit annual audit plans to the Management</li> <li>Implement the approved annual audit plan</li> <li>Assist in issuing periodic reports summarizing results of audit activities</li> <li>Assist in maintain a professional audit staff and seek experts as and when required</li> </ul>	Thimphu, Bhutan

08/2006 – 06/2010	<b>District Electoral Registration Officer, Election Section</b> Sarpang District <ul style="list-style-type: none"> <li>• Preparation of Electoral Roll</li> <li>• Logistic arrangement</li> <li>• Conduct Election</li> <li>• Provide field support service to delimitation exercise</li> </ul>	Sarpang, Bhutan
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#### Trainings and Professional Development

11/8/2014- 22/8/2014	<b>Risk-based Internal Audit</b> <ul style="list-style-type: none"> <li>• To evaluate and improve the effectiveness of Risk management, Control processes and Governance processes</li> </ul>	Cowater, Thimphu, Bhutan
30/9/2013- 04/9/2013	<b>Evaluating Internal Control</b> <ul style="list-style-type: none"> <li>• Control Environment</li> <li>• Risk Assessment</li> <li>• Control Activities</li> <li>• Information and Communication</li> </ul>	The Institute of Internal Auditors, Philippines
19/7/2010- 23/7/2010.	<b>Procurement Compliance</b> Royal Institute of Management, Bhutan in collaboration with the Chartered Institute of Purchases and Supply, UK <ul style="list-style-type: none"> <li>• Procurement</li> </ul>	Thimphu, Bhutan

#### Volunteer membership and Event

9/2017- Present	<b>Volunteer and Board Member</b> Karma Leksheyling Foundation (Non-Government Organisation), Bhutan <a href="https://www.bhutankl.org">https://www.bhutankl.org</a> <ul style="list-style-type: none"> <li>• Strategic governance and oversight</li> <li>• Setting goals</li> <li>• Measuring goals and achievements</li> <li>• Guiding and advising accounting staff and management</li> </ul>	
4/2018- 31/12/2021	<b>Volunteer</b> Tshokey Dorji Foundation (Non-Government Organisation), Bhutan <a href="http://www.tshokeydorji.org">www.tshokeydorji.org</a> <ul style="list-style-type: none"> <li>• Prepare payments vouchers by verifying bills, and making disbursements</li> <li>• Guiding and advising accounting staff and management</li> </ul>	
7/2012- Present	<b>Volunteer</b> Desuung (Guardians of Peace), Bhutan ( <a href="http://www.desuung.org.bt">www.desuung.org.bt</a> ) <ul style="list-style-type: none"> <li>• Objective of nation building is peace and harmony for Bhutan and her people,</li> <li>• Disaster operations participate in charitable activities and be of service to others throughout their lives</li> </ul>	
27/4/2015- 20/5/2015	<b>Event International</b> Member of Bhutan Medical Relief Team 2015 Nepal Earthquake, Nuwakot, Nepal	
8/2008- 30/6/2021	<b>Senior Volunteer</b> Respect, Educate, Nurture and Empower Women (Associate Member Association of International Planned Parenthood Federation) Thimphu, Bhutan <a href="http://www.renew.org.bt">www.renew.org.bt</a> <ul style="list-style-type: none"> <li>• To provide support service to the survivors of Domestic Violence and Gender Based Violence</li> </ul>	

**Skills**

**COMPUTER**

Microsoft Office, MS Access, Databases  
Programming languages

**LANGUAGE**

Native: Dzongkha  
Fluent: English

**Hobby | Interests**

**Volunteering** - Lending my hand in the service of the society or community gives me great pleasure and satisfaction. Beyond my work hour, I am ever ready to sacrifice my time and skills to community. Currently, i am volunteering to one Non-Profit Organization.

**Sport** - I love to play football and basketball, but I am not a good player. Whenever I get time, I join with my friends to relax and to keep a healthy body.

**Watching Movie** - Watching movie an indispensable role in my daily life. In fact, it is one of my favorite hobbies. I love to watch films cast based on the medieval period. The movies like King Arthur, Robin Hood, Joan of Arc and series like Game of Throne, Spartacus, The Last Kingdom, etc.

**2. List of facilities visited/seen.**

College campus tour: Following places have been visited for observation:

- Boy's hostel
- Girl's hostel
- Dinning hall and kitchen
- Games and sports infrastructure
- Computer labs
- Examination cell
- Classrooms (Academic block)
- Main administrative block
- Library
- Canteen
- Rigter Hall



## 3. List of documentary evidence seen/verified and reviewed.

**Documentary evidences sought from the institution- NRC 2022**

The Institute is to prepare/collect/produce documents/records and display in the team's working space with clear labels. The team will have a look at them during the field visit. The list suggested below is tentative and minimum and the team may ask for more as deemed necessary. In addition, the Institute may like to show and display any other documents that are not asked but feel important.

Standard	Documents
1. Governance, Leadership, and Management	<ol style="list-style-type: none"> <li>1. ✓ Board Minutes (Few minutes)</li> <li>2. ✓ ToR for various Leaders, College Management Committee Plan and Policies</li> <li>3. ✓ Strategic Plan of the College, TOR, Operation Guide</li> <li>4. ✓ Scholarship documents</li> <li>5. ✓ Performance evaluation report</li> <li>6. ✓ Academic Quality Monitoring report</li> <li>7. ✓ SOP and Turn-around time, Budget usage records, Semester plans, Rigter Experiment records/samples</li> <li>8. ✓ Tendrel Gawa (TG) report</li> <li>9. ✓ Audit report (external, internal and statutory)</li> <li>10. ✓ QXSEC Report</li> <li>11. ✓ Feedback samples</li> <li>12. ✓ External examiner's report</li> <li>13. ✓ Academic Performance Report</li> <li>14. ✓ Annual Quality assurance Report (AQAR)</li> <li>15. ✓ Performance Appraisal sample</li> <li>16. ✓ NRC Strategic Plan 2022</li> <li>17. ✓ Report to DAHE</li> <li>18. ✓ HRC minutes</li> <li>19. ✓ APMR- report</li> </ol>
2. Curriculum Design and Review	<ol style="list-style-type: none"> <li>1. ✓ Need analysis records ✓ <i>validated by RUC</i></li> <li>2. ✓ Programme report</li> <li>3. ✓ Module report</li> <li>4. ✓ Feedback samples – external examiner, PC, CAC ✓</li> <li>5. ✓ Records of expert engagements from government, industries and private sector in developing curriculum</li> <li>6. ✓ Stakeholder involvement records, <i>email correspondences/submissions</i></li> <li>7. ✓ Curriculum review sample</li> </ol>
3. Teaching, Learning and Assessment	<ol style="list-style-type: none"> <li>1. Teaching Learning Plan, <i>XO</i></li> <li>2. Lesson plan sample <i>X</i> <i>more in practice at college level</i></li> <li>3. ✓ Monitoring report</li> <li>4. ✓ Module feedback report</li> </ol>



	<p>10. Mess menu ?                  ✓ 11. Feedback on meals                  ✓ 12. Guideline for Student Election.                  13. The College Election Committee ToR                  14. FSV guideline                  15. Student handbook                  ✓ 16. Sexual harassment policy                  17. Tracer study record - none. writing on it                  18. Alumni feedback records - none                  19. Abundance Mindset Venture records - 6 scholarships                  20. Alumni Profile Database. (in Excel)                  21. Rjgter Alumni Association records - guidelines, seed money</p>
<p>8. Internal Quality Assurance and Enhancement System</p>	<p>✓ 1. Outcome of the review of NRC Operations Guide by QASEC.                  ✓ 2. Rjgter Expression outcome                  ✓ 3. Module and programmee feedback records                  ✓ 4. Pfogramme review records</p> <p style="text-align: right;"><i>but not active</i></p>

\* Internal Audit Report.



## 4.2. Meeting with support staff.

**Attendees for the Meeting with Support Staff**  
**Norbuling Rigter College, Paro Bhutan**  
**Venue: Conference Hall**  
**Time: 2:00 PM – 3:00 PM**

Sl. No	Name	Designation	Contact Number	Signature
1	Mr Tashi Chonjur	Chairperson	17975757	
2	Ms Tshewang Tashi	Assessor	17839172	
3	Mr Sonam Tshering	Assessor	17646212	
4	Mr NB Raika	Secretariat	17727170	
5	Mr Sherab Jatsho	Secretariat	17756908	
6	Tek Maya Dargee	Accounts Assistant	17958451	
7	Pigma Namgyel	Accounts Assistant	17536142	
8	Phelun Namgyel	Programmer Assistant	177366106	
9	Chimi Om	Librarian Assistant	17705127	
10	Protap Tamang	Lab Assistant	17839309	
11	Dorji Linghel Wangchuk	ICT Assistant	17687925	
12	Dawa Choden	Cook	17388996	
13	Reena Tshering Dopa	Cook	17850610	
14	Susma Rai	Helper	179972569	
15	Dorji Dor Rai	II	17280975	
16	Greeta Rai	II	17949319	
17	Dhrin Maya Rai	II	17420519	
18	Uyen Tshemo	Helper	77245633	
19	Chopal Gyunng	Cook	17994864	
20	Chador	Cook	17317631	
21	Pema Namgyel	Estate Supervisor	17536082	
22	Roshan Tamang	Electrician	17337019	
23	Beren Rai	Security Guard	17949314	
24	Duptha Zangmo	Graduate	17849609	
25	Reena Gurung	— II —	17435475	
26	Tenzin Wangmo	— II —	17713121	
27	Dorji Wangmo	— II —	17699688	
28	Uyen Mo	— II —	17621717	
29	Bhim Maya	— II —	77312346	

## 4.3. Meeting with student.

Attendees for the Meeting with Students  
Norbuling Rigter College, Paro Bhutan  
Venue: Conference Hall  
Thme: 4:00 PM - 5:00 PM

Sl. No	Name	Designation	Contact Number	Signature
1	Mr Tashi Chonjur	Chairperson	17975757	[Signature]
2	Ms Tshewang Tashi	Assessor	17839172	[Signature]
3	Mr Sonam Tshering	Assessor	17646212	[Signature]
4	Mr NB Raika	Secretariat	17727170	[Signature]
5	Mr Sherab Jatsho	Secretariat	17756908	[Signature]
6	Ms. Sangye Choden	Secretariat	17662138	[Signature]
7	Anfu Pogonel	Mess Representative	22899812	[Signature]
8	Tshering Wangala	Mess Representative	17726199	[Signature]
9	Phuntsho Wangma	choe dhang lamsol	99391457	[Signature]
10	Dechen Namgyel	choe Namgye lamsol	17254009	[Signature]
11	Rinchen Pelden	Rigter Tabangog Am	17344317	[Signature]
12	Sonam Uthamo	Resident Coordinator	17734083	[Signature]
13	Kuenzang Choden	Resident coordinator	77602890	[Signature]
14	Aidup Wangmo	Resident coordinator	17937030	[Signature]
15	Kintey Tshering	Student president	17499940	[Signature]
16	Jeanie Chopel	Red Cross Society Coordinator	17805500	[Signature]
17	Durga Dhan Subba	Resident coordinator	17553155	[Signature]
18	Dorji Norton	Games & sports coordinator	12450449	[Signature]
19	Chhakra Tati Pradhan	Media & communication club	17973106	[Signature]
20	Ugyen Lethu	Residence coordinator	17911771	[Signature]
21	Yangchen	Std VICE Resident	174215500	[Signature]
22	Sunam Yanki Topgay	Academic Representative	99422051	[Signature]
23	Tshering Yuelen	The Literary of drama society	17355026	[Signature]
24	Yashi Pelden	Games & Sports Coordinator	77302088	[Signature]
25	Yema Dawa	Waste Management coordinator	17769197	[Signature]
26	Santen Chedup	Besides it coordinator	17573637	[Signature]
27	Sorom Dorji	Academic Representative	17494024	[Signature]
28	Ugyen Lhaden	Y-PEER coordinator	17281772	[Signature]
29	Jamstel Tshering	Resident coordinator	77791368	[Signature]
30	Pema Yeshe choden	Resident coordinator	77712089	[Signature]
31	Kuenzang Pelki	Resident coordinator	17597757	[Signature]

## 4.4. Meeting with faculty

Attendees for the Meeting with the Faculty  
Norbuling Rigter College, Paro Bhutan  
Venue: Conference Hall  
Time: 9:00 am - 10:00 am

Sl. No	Name	Designation	Contact Number	Signature
1	Mr Tashi Chonjur	Chairperson	17975757	
2	Ms Tshewang Tashi	Assessor	17839172	
3	Mr Sonam Tshering	Assessor	17646212	
4	Mr NB Raika	Secretariat	17727170	
5	Ms Sangye Choden	Secretariat	17662138	
6	Mr Sherab Jatshe	Secretariat	17756908	
7	Tshering Hingdon	Lecturer	77650231	
8	Pemjar	Lecturer	17398227	
9	Yeshey Dorjee	Sr. Lecturer	17990980	
10	Bishnu M. Sonam	Asst. Lecturer	17766745	
11	Pema Wangmo	Assistant Lecturer	17356921	
12	Pemba Lhasa Rai	Associate Lecturer	17976550	
13	Dada Palden	Senior Lecturer	77453999	
14	Dawa Yangdon	Associate Lecturer	77926263	
15	Tamtshe	Associate Lecturer	77392221	
16	Ngayen Nulgy	Sr. Lecturer	17623885	
17	Ugyen Choden	Associate Lecturer	77299109	
18	Ugyen Palden	Lecturer	17993312	
19	Tshering Wangmo	Assistant Lecturer	77329072	
20	Lanzang Dorji	Associate Lecturer	17817759	
21	Sangay Zom	Associate Lecturer	17991058	
22	Zhang	Asst. Lecturer	77019212	
23	Yeshe Samdrup	Associate Lecturer	17678767	
24	Chim Dorji	Associate Lecturer	17566360	
25	PASSANGI CHAMO	ASSOCIATE LECTURER	77305648	
26	Sonam Yangkee Phurba	Assistant Lecturer	17975403	
27	Dawa Ngazun	Associate Lecturer	17591550	
28	Prasannaanda Shinda	Associate Lecturer	17240957	
29	Sourav Basu	Assistant Professor	17615687	
30	Dr U.C. Sharma	Assistant Professor	17988912	
31	Tashi Tenzin	Lecturer	17985656	
32	Jigme Nidrup	Asst. professor	17620848	
33	Phuntshe Tar	Associate Lecturer	77365719	
34	Dr. Analitya Padam	Sr. Lecturer	17240358	
35	Namgay Wangchuk	Associate Lecturer	17799580	
36	Ugyen Chuzen	Assistant Lecturer	17945570	
37	Burji Chuka	Associate Lecturer	17819795	

## 5. List of assets and properties valuation.

**List of assets and properties valuation: Monetary Value of the Institution****Purpose:**


- To get an overview of the value of the institution in terms of assets and properties related to its academic and administration activities,
- To gauge the quality of the essential equipments in terms of quality, functioning, relevancy to the functions,
- To understand the management of the assets in terms of proper inventory system, utility and care,
- To institute a record of assets and properties for current and future purposes.

**I. Buildings, Rooms, Halls, etc**

Sl No	Particulars	Year built	Funding	Value (Aprox.)	Remarks
1.	Buildings	2017-2022		122,103,345.58	
2.	Site Development	2017-2022		38,010.97	
3.	Compound wall fencing	2017-2022		3,157,671.97	
4.	Basketball Court	2018-2019		21,964.75	
5.	Water tank	2018-2019		134,033.96	
6.			<b>Total</b>	<b>125,455,027.23</b>	

**II. Computers, Equipments, Machinery, etc**

Sl No	Particulars	Quantity	Unit Value	Total value	Funding	Remarks/Condition
1.	Projector equipment			458,800.54		
2.	Refrigerators			30,998.60		
3.	Television			98,973.56		
4.	Water purifier			42,920.24		
5.	Gas Cylinders			8,040.23		
6.	Curtains			178,385.74		
7.	Camera			11,687.72		
8.	Computer equipment			980,113.59		
9.	Laptop, Computer, Printers			2,429,493.58		
10.	Audio-Visual, Sound Systems			129,951.98		
11.	Electricity meter			9,095.57		
12.	Office equipment			29,657.61		
13.	Kitchen utensil			708,821.36		
14.	Carpet cloth			24,886.43		
15.	Mattress			570,079.24		
16.	Table tennis boards & Carom			26,893.96		
17.	Electronic appliances			276,860.45		
18.	Laboratory equipment			1.00		
19.	<b>Total</b>			<b>6,015,661.40</b>		

  
 Registrar  
 Northrup Ryster College  
 Dolex, Pune



## III. Library books, related assets

Sl.No	Particulars	Quantity	Unit value	Total Value	Funding	Remarks/Condition
1.	2017	743		6,102,998.29		Government documents
2.	2018	790				
3.	2019	1026				
4.	2020	1493				
5.	2021	3219				
6.	2022	369				
7.	2017-2022	1583				
	<b>Total</b>	<b>9223</b>		<b>6,102,998.29</b>		

## IV. Vehicle, other automobile assets

Sl. No	Particulars	Quantity	Unit value	Total Value	Funding	Remarks/Condition
1.	Bus (2017 Model)	1		2,814,682.71		
2.	Bolero(2017 Model)	1				
3.			<b>Total</b>	<b>2,814,682.71</b>		

## V. Medical Equipments, Machinery (all non-perishable items)

Sl. No	Particulars	Quantity	Unit value	Total Value	Funding	Remarks/Condition
1.						

## VI. Furniture, Comprehensive list

Sl No	Particulars	Total Value	Funding	Remarks/Condition
1.	Furniture (Class, Office, dining hall)	2,934,144.61		
2.	Steel cupboard	692,553.40		
3.	Bed	418,841.76		
4.	Boards and screens	104,452.17		
5.	<b>Total</b>	<b>4,149,991.94</b>		

  
 Registrar  
 Nambuling Rietor College  
 Dated : 2020

## ANNEXURE XI


## VII. Land

Sl No	Particulars	Acreage/Decimals	Unit value	Total Value	Thram No./Ownership	Latest tax status
1.	Dry land (Plot No. DOT 4972)	16.712		18,327,612.00	284	Paid
2.	Dry land (Plot No. DOT 1481)	0.103			284	Paid
3.	Dry land (Plot No. DOT 1490)	0.225			284	Paid
4.	Dry land (Plot No. DOT 1491)	0.154			284	Paid
5.	Dry land (Plot No. DOT 1564)	0.203			284	paid
6.	Government land on lease	7.131		0		
7.	Dratshang land on lease	0.688				
8.	<b>Total</b>	<b>25.216</b>		<b>18,327,612.00</b>		

## VIII. Any other asset of significant value

## Summary of valuation

Sl No	Particulars	Total Value Nu M	Remarks
I	Buildings, Rooms, Halls, etc	125,455,027.23	
II	Computers, Equipment, Machinery, etc	6,015,661.40	
III	Library books, related assets	6,102,998.29	
IV	Vehicle, other automobile assets	2,814,682.71	
V	Medical Equipment, Machinery	0	
VI	Furniture, Comprehensive list	4,149,991.94	
VII	Land	18,327,612.00	
	<b>Grand Total Value</b>	<b>162,865,973.57</b>	

  
 Registrar  
 Rignter College  
 Dotey : Para

## NONBULING RIGTER COLLEGE

## SCHEDULE OF FIXED ASSET FOR THE YEAR 2022

Particulars	As at 01-01-2022	Addition	WIP Capitalised	TOTAL	Dep Rate	Dep. for the Year 2022	NET BLOCK as on 31.12.2022
Land	18,327,612.00			18,327,612.00	0%		18,327,612.00
Building	125,879,737.72			125,879,737.72	3%	3,776,392.13	122,103,345.58
Site Development	39,186.56			39,186.56	3%	1,175.80	38,010.77
Furniture	2,625,500.68	735,489.00		3,360,989.68	15%	426,845.06	2,934,144.61
Office Equipment	34,891.31			34,891.31	15%	5,233.70	29,657.61
Vehicle	3,311,391.42			3,311,391.42	15%	496,708.71	2,814,682.71
Compound Wall Fencing	3,255,331.93			3,255,331.93	3%	97,659.96	3,157,671.97
Basketball Court	22,644.07			22,644.07	3%	679.32	21,964.75
Laboratory Equipment	1.00			1.00	15%	-	1.00
Kitchen Utensil	642,038.10	176,112.00		818,150.10	15%	108,528.75	708,821.36
Carpet & Cloth	30,301.00			30,301.00	15%	5,414.57	24,886.43
Laptop Computer & Printer	2,838,336.69	19,000.00		2,857,336.69	15%	427,843.11	2,429,493.58
Electronics Appliance	325,718.18			325,718.18	15%	48,857.73	276,860.45
Library & Text Books	5,444,906.76	1,582,669.00		7,027,575.76	15%	934,579.47	6,102,996.29
Projector Equipments	411,793.12	118,300.00		529,993.12	15%	72,192.58	458,800.54
Refrigerators	36,468.94			36,468.94	15%	5,470.34	30,998.60
Television	116,439.48			116,439.48	15%	17,465.92	98,973.56
Mattress	618,762.85	45,000.00		663,762.85	15%	93,883.61	570,079.24
Water Purifier	50,494.39			50,494.39	15%	7,574.16	42,920.24
Cylinder	9,459.09			9,459.09	15%	1,418.86	8,040.23
Curtains	212,466.39			212,466.39	15%	34,080.85	178,385.74
Boards & Screens	124,529.61			124,529.61	15%	20,077.44	104,452.17
Table Tennis and Carom Board	35,338.59			35,338.59	15%	5,299.79	30,038.80
Steel Cupboard	904,886.23			904,886.23	15%	135,732.93	769,153.30
Camera	13,750.25			13,750.25	15%	2,062.54	11,687.72
Computer Equipments	698,700.85	400,655.00		1,099,355.85	15%	164,903.38	934,452.47
Electricity Meter	10,700.67			10,700.67	15%	1,605.10	9,095.57
Audio-Visual/Musical System	44,089.13	100,130.00		144,219.13	15%	21,632.87	122,586.26
Water Tank	138,179.34			138,179.34	3%	4,145.38	134,033.96
Bed	449,720.88			449,720.88	15%	67,458.13	382,262.75
	166,653,379.23			169,840,634.23		6,974,660.67	162,865,973.56
WIP							
Total	166,653,379.23			169,840,634.23		6,974,660.67	162,865,973.56

Registrar  
Nonbuling Rigter College  
Dotey : Para

## 6. Schedule of the site visit.

**Daily Schedule for Site Visit**  
**Norbuling Rigter College, Paro**  
**Date: 21-25 Nov 2022**

**First Day – 21.11.2022 (Monday)**

	Time	Venue	Activities	Attendee
1	9:00 - 10:00	Rigter Hall	Morning Assembly	• All staff, Students and Guests
<b>TEA BREAK (10:00 -10:30)</b>				
2	10:30 - 11:30	Conference Hall	Meeting with Management	• Deans/Deputy Deans/ ADMO/Program leader representative/Provost/ month/Accountant/Student representative/ Chief Librarian
3	11:45 : 12:45	Classrooms	Classrooms	• Classroom observation
<b>Lunch break (1:00-2:00)</b>				
4	2:00 - 3:00	C13	Meeting with support staff	• ADMO/Accounts/Procurement/Library assistants/IT assistants/Electricians/Cooks/Drivers/Gardeners/Security guards & Cleaners
5	4:00 - 5:00	C13	Meeting with Students	• Student representatives (all student leaders)
<b>Note: 15 minutes of presentation and 30 minutes for discussion</b>				

**Second Day – 22-11-2022 (Tuesday)**

Sl no	Time	Venue	Activities	Attendee
1	9:00 - 10:30	C13	• Meeting with faculty	All faculties
<b>TEA BREAK (10:30 -11:00)</b>				
2	11:00 - 1:00	College Campus	• Campus tour	Relevant staff
<b>Lunch break (1:00-2:00)</b>				
3	2:00 - 5:00	Conference Hall	• Assessors meeting (Verification of Evidence)	

**Third Day – 23.11.2022 (Wednesday)**

Sl no	Time	Venue	Activities	Attendee
1	9:00 - 10:30	Conference Hall	• Meet relevant parties, if necessary • Note: We will inform if the team wants to meet any relevant person, if necessary	Focal person
<b>TEA BREAK (10:30 -11:00)</b>				
2	11:00 - 1:00	Conference Hall	• Assessors meeting • Meet relevant parties, if necessary Note: We will inform if the team wants to meet any relevant person, if necessary	Focal person
<b>Lunch break (1:00-2:00)</b>				

3 ✓	2:00 - 5:00	Conference Hall	<ul style="list-style-type: none"> <li>Assessors meeting</li> <li>Meet relevant parties, if necessary</li> </ul> Note: We will inform if the team wants to meet any relevant person, if necessary	Focal person
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## Fourth Day - 24.11.2022 (Thursday)

Sl no	Time	Venue	Activities	Attendee
1 ✓	9:00 - 10:30	Conference Hall	<ul style="list-style-type: none"> <li>Finalize Assessor's report</li> <li>Meet relevant parties, if necessary</li> </ul> Note: We will inform if the team wants to meet any relevant person, if necessary	
TEA BREAK (10:30 -11:00)				
2 ✓	11:00 - 1:00	Conference Hall	Finalize Assessor's report	
Lunch break (1:00-2:00)				
3 ✓	2:00 - 5:00	Conference Hall	<ul style="list-style-type: none"> <li>Share draft Assessor's Report with the management for comments</li> <li>Management returns the Assessor's Report with comments before 5 PM</li> </ul>	

## Fifth Day-25.11.2022 (Friday)

Sl no	Time	Venue	Activities	Attendee
1 ✓	9:00 -10:30	Conference Hall	<ul style="list-style-type: none"> <li>Incorporate comments and finalize report Finalize Assessor's report, and</li> <li>prepare for Exit Meeting</li> </ul>	
TEA BREAK (10:30 -11:00)				
2 ✓	11:00 - 1:00	Conference Hall	Exit meeting: <ul style="list-style-type: none"> <li>Accreditation Team will present overall findings</li> <li>Signing of final report by college President and Chairperson of the team.</li> <li>Photo session</li> </ul>	
Lunch break (1:00-2:00)				
3 ✓	2:00-5:00		<ul style="list-style-type: none"> <li>The Team departs</li> </ul>	