



**NATIONAL COUNCIL
FOR HIGHER EDUCATION**

**Executive Summary
of the
Institutional Audit
of
Triumphant College**

**Main Campus
Katima Mulilo Branch
Rundu Branch
Ongwediva Branch
Tsumeb Branch
Otjiwarongo Satellite Office**

NOVEMBER 2025

1. Introduction

Triumphant College is a private higher education institution in Namibia, registered in 2014. The main campus is situated at 482 Kornalyn Street, Khomasdal, Windhoek, with additional locations at Funky Town and a branch in the city centre. The institution also operates two registered satellite campuses, namely Rundu and Katima Mulilo.

The College initially focused on supporting secondary education in Science and Mathematics before expanding into tertiary education. It currently offers programmes across multiple National Qualifications Framework Fields of Learning, including Business, Communication Studies and Language, Education and Training, Health Sciences and Social Services, Human and Social Studies, Law and Security, Manufacturing/Engineering and Technology, Physical/Mathematical and Computer Sciences, as well as Services and Life Sciences. Some programmes are offered in partnership with international entities, and the institution has an enrolment of approximately 10,000 students.

The institutional audit of Triumphant College was conducted from 02 to 13 June 2025, following a quality audit request by the National Council for Higher Education (NCHE). After the College submitted its Institutional Portfolio (IP), NCHE appointed a six-member audit panel. The quality audit was conducted physically across all sites of the College over a period of ten days.

The Audit Panel consisted of:

1. Prof Charles Muchemwa Nherera, Chairperson, University of Zimbabwe, Management/ Governance;
2. Prof Erika Maass, Member, University of Namibia (UNAM), Management/ Governance,
3. Mr Justin Raphael Masanjika, Member, Catholic University of Malawi, Finance;
4. Dr Anneley Willemse, Member, Namibia University of Science and Technology (NUST), Quality Assurance;
5. Ms Lucia Oarum, Member, NCHE Secretariat, Quality Assurance; and
6. Ms Julia Heita, Member, Final year student, Triumphant College.

2. Audit Commendations

Triumphant College is commended for:

Theme 1: Institutional vision, mission and goals, and general management processes

- (i) Solid academic and administrative structures are in place as depicted in the organogram, with clearly defined lines and levels of authority from the branch level to the main campus.
- (ii) A Comprehensive Strategic Plan is in place covering the period 2022 to 2026.
- (iii) An established IQA unit and a Quality Assurance Policy Framework in place.
- (iv) QA committees at the satellite branches have appointed assistant QA officers (Rundu, Ongwediva and Tsumeb).
- (v) Policies in key operational areas.
- (vi) The provision of study opportunities to staff members and their spouses.

Theme 2: Teaching and learning

- (i) Existence of a policy on Programme Development and Review.
- (ii) Regular student-lecturer evaluations are taking place.
- (iii) Clear enrolment targets in the Strategic Plan 2022 – 2026.
- (iv) The TCMS developed in-house which provides a central database for the institution.
- (v) A robust and effective marketing strategy.
- (vi) Provision of career guidance to students during registration.
- (vii) Availability of basic counselling services and First-Aid boxes across the institution.
- (viii) Work-Integrated Learning forms part of the training of students.
- (ix) The ability to identify areas of concern through review reports.
- (x) Adequate certificate safety features, for which evidence was provided for a blank and printed certificates tracking system.

Theme 3: Research

The College allocates a research grant annually, even though the uptake is low.

Theme 4: Community Engagement

None

3. Audit Recommendations

Key recommendations for improvement

Theme 1: Institutional vision, mission and goals, and general management processes

a) Institutional vision, mission and goals

Decentralisation of the management system is required to enable efficient and effective operations at the branch level and to capacitate and motivate staff.

b) Institutional quality assurance management system (IQAMS)

- (i) Appointment of an Assistant-QA officer at the Katima Mulilo satellite branch to ensure consistency across the branches. It is further advisable to appoint a full-time QA officer for each branch.
- (ii) Arrange formal induction and regular training sessions/ workshops for assistant QA officers.
- (iii) The Academic and Administrative Ordinances should be broken down into individual policies, each with its own standard operating procedures (SOPs) for effective and efficient implementation.
- (iv) Approval of draft, outdated, and undated policies by the College board as a matter of urgency.
- (v) Involvement of staff in the development and review of policies to grant them a sense of ownership and commitment.
- (vi) Development of SOPs with clear policy review cycles for the development and review of policies.
- (vii) Expedite the institutionalisation of internal departmental reviews.

c) Human resources management system

- (i) Benchmark staff benefits with other higher education institutions to provide market-related remuneration packages to staff.
- (ii) Add new staff members to the Social Security Commission, as this is not just a benefit but a compliance issue for the College.
- (iii) Develop a Human Resources Policy that includes all areas related to the staff.
- (iv) Provide equipment such as personal laptops for academic staff members.
- (v) Generate and distribute payslips to all staff members consistently and monthly.
- (vi) Provide a secure digital access to payslips.
- (vii) Encourage staff members to review their payslips regularly and report discrepancies promptly.

- (viii) Ensure that employment contracts are signed before staff members assume duties.
- (ix) Strengthen communication with staff on salaries, bonuses and deductions.
- (x) Effect staff appointment to substantive status within permissible timelines.

d) Financial resources management systems

- (i) Support by verifiable evidence of progress or completion of all objectives with defined closure dates.
- (ii) Support objectives labelled as "ongoing," with periodic review milestones and estimated timelines to enhance tracking and accountability.
- (iii) Update the fixed asset register regularly, ideally quarterly, and reconciled with physical counts.
- (iv) Clearly label with unique identification numbers all assets, especially high-risk categories such as IT equipment, and recorded correctly in the register to facilitate effective monitoring, verification, and safeguarding.
- (v) Develop and enforce SOPs for float management, including requisition, usage tracking, and reconciliation.
- (vi) Maintain a float register at the branch with regular checks by senior responsible officers.
- (vii) Authorise properly all expenditures made from floats, stamp receipt and payment vouchers and paid in to avoid recycling them for payment.
- (viii) Discontinue the use of personal accounts for institutional transactions.
- (ix) Open an official account for each branch with signatory controls.
- (x) Apply strict financial governance policies and disciplinary measures where applicable.

e) Facilities management system

- (i) Undertake a safety assessment and implement corrective measures, including:
 - Conducting an urgent safety audit of the buildings to identify and address all emergency exit deficiencies.
 - Installing clearly marked, well-lit, and unobstructed fire exits in accordance with council safety standards.
 - Developing and displaying emergency evacuation plans throughout the facility.
 - Conducting regular fire drills and safety awareness sessions for both staff and students.
 - Ensuring that the facility complies with all applicable building codes and safety regulations.

- (ii) Increase the number of toilet facilities to meet the required student-to-toilet ratio.
- (iii) Maintain regular inspection, cleaning, and maintenance of sanitation facilities to uphold hygiene standards.
- (iv) Engage the local health authority to assess compliance and guide improvements.
- (v) Establish at least a basic physical library at each branch, equipped with essential academic texts, reference materials, and study space.
- (vi) Gradually built a hybrid model that integrates both physical and electronic resources to cater to all students.
- (vii) Allocate a dedicated budget and staff for library development and management.
- (viii) Consult the academic departments in the identification of priority resources to stock in the physical collection.
- (ix) Invest in the development of study spaces for students at the Katima Mulilo and Rundu branches.
- (x) Provide all outdoor study spaces with electricity connection sockets to enable charging of laptops and cell phones.

Theme 2: Teaching and learning

It is recommended that the College should:

a) Planning and approval of academic offerings

Review the Programme Development and Review Policy and Procedures, outlining each step of the process and delineating specific responsibilities of staff, offices, and committees.

b) Enrolment Planning and student enrolment management system (SEMS)

- (i) Update the TCMS manual regularly to include newly developed functionalities and improvements.
- (ii) Provide staff with updated manuals for the TCMS as and when these become available.
- (iii) Conduct regular formal training on the use of the TCMS with emphasis on new functionality.
- (iv) Use the TCMS more intentionally for planning purposes.
- (v) Align the increase in enrolment with the availability of adequate human, infrastructure, and financial resources.
- (vi) Provide input from branch management in enrolment planning.
- (vii) Follow the regulations regarding admission decisions across the institution.

- (viii) Conduct regular internal audits on student admission to ensure that admission criteria are adhered to.
- (ix) Implement online registration.
- (x) Benchmark and review the enrolment management system to ensure a secure system with clear risk management and business continuity strategy.

c) Academic support services

- (i) Develop and implement a holistic policy framework and centralised information system to coordinate the provision of academic support services.
- (ii) Improve the cyber security through the approval and implementation of a detailed, comprehensive ICT policy and framework that specifically addresses regulations to protect the institution against cyber-attacks.
- (iii) Expand the tutoring services as informed by approved guidelines.
- (iv) Appoint at least one fully qualified Counsellor at Main Campus to provide a full range of services and coordinate counselling services at the branches.
- (v) Develop and implement guidelines on the training of selected staff on first aid.
- (vi) Develop a clear policy regarding the provision of student financial aid with criteria aligned to goals and intended output.

d) Facilitation of learning

- (i) Have in place duties and functions of academic staff which are consistent between the Main Campus and branches to improve facilitation of learning at branch level.
- (ii) Train academics at branches in the full use of Moodle.
- (iii) Implement a formal, and structured support system for distance students at the branches.
- (iv) Implement a focused policy how WIL will be implemented in the College, rather than just following the broader national framework.
- (v) Improve the facilitation of practical learning experiences for students through the appointment of dedicated WIL coordinators and the expansion of opportunities for students through MoUs with industry.
- (vi) Improve student access to learning materials at branch level.
- (vii) Clarify duties and responsibilities should be clarified across job grades through clear job descriptions.
- (viii) Conduct training for all staff on the effective use of the TCMS as a communication tool for both students and staff.

e) Assessment and certification of student learning

- (i) Improve the security of examinations.
- (ii) Provide dedicated, secure printers for the printing of tests and examination papers in a secure venue.
- (iii) Follow policy regulations and guidelines on examinations as approved.

f) Tracking, review and feedback systems

- (i) Use the Advisory Boards more effectively to foster industry confidence.
- (ii) Use the analytical capabilities of TCMS and Moodle more effectively to allow for more accurate planning and feedback for improvement.
- (iii) Share the outcome of student-lecturer evaluations with lecturers and appropriate interventions put in place to strengthen areas where skills lack.
- (iv) Institutionalised peer evaluations.

Theme 3: Research

It is recommended that the College should:

a) The research management system

- (i) Set up structures to promote research at the branch level, even at a lower level, to instill a research culture among certificate and diploma students.
- (ii) Include research output as one of the key criteria for promoting academic staff.
- (iii) Establish a Research Committee to promote research at the College. The Committee should be tasked with the administration of the Research Grant that is provided by the College, which NCHE understood was availed annually, but was not being utilised.

Theme 4: Community Engagement

a) The community engagement planning and management system

- (i) The College must develop a comprehensive Community Engagement Policy that outlines objectives, implementation strategies, and monitoring mechanisms for community-based programmes and projects.
- (ii) To ensure relevance and impact, community initiatives should be aligned with national development goals and local priorities.
- (iii) Dedicated personnel or units at each branch should be tasked with the responsibility of coordinating and documenting community engagement activities.
- (iv) Students and academic departments should be encouraged to participate in the design and delivery of community-based projects.

- (v) The College should establish feedback and evaluation mechanisms to assess the effectiveness of community engagement efforts and inform continuous improvement.



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