



Kwame Nkrumah
University of Science
and Technology, Kumasi

INTERNAL AUDIT DEPARTMENT

KNUST/IA/C/27

March 13, 2024

The Centre Director
TRECK
KNUST

INTERNAL AUDIT REPORT ON TRECK

We have completed our audit of the Regional Transport Research and Education Centre, Kumasi (TRECK) for the year ending December 31, 2023, and present our report for your consideration.

MOSES TSQUAYE
(INTERNAL AUDITOR)

cc: Provost, COE
Finance Officer
College Finance Officer



Internal Audit Report

on

TRECK

(March 2024)



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We have completed our audit of the Regional Transport Research and Education Centre, Kumasi (TRECK) for the year ending December 31, 2023, and present our report for your consideration.

The audit forms part of the Timeliness and Quality of Fiduciary management requirement of the ACE programme as specified in the Project Document. Our audit included but not limited to achievement of the Disbursement Link Indicators (DLIs) and the application of relevant policies, laws and procedures used in the recording of financial transactions. Our audit also considered the existing internal controls to ensure that funds received from the World Bank have been accounted for properly.

Thank you.

MOSES TSIQUAYE
(INTERNAL AUDITOR)

cc: Provost, COE
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Content	Page #
Executive Summary	2
Introduction	3
Methodology and Scope	4
Performance evaluation of DLIs	5
Audit Findings	10
Conclusion	12
Appendices	14
Follow up of prior year audit findings	18

1.0 Executive Summary

We have completed the audit of the activities of Regional Transport Research and Education Center, Kumasi (TRECK) at the College of Engineering. The scope of the audit was the financial year ending December 31, 2023.

The objective of the audit was to provide assurance services which form part of the fiduciary requirement to the World Bank. The audit covered both the financial and non-financial activities of the Center.

As a donor funded Project, much attention is given to the achievements of the Disbursement Link Indicators (DLIs), as these are linked to the monetary inflows and the assessment of the liquidity status of the Center at the end of the year.

Below is the summary of receipts and payments as at 31st December, 2023

<u>Details</u>	Amount US\$
Opening balance	1,263,817.23
<u>Receipts</u>	
Inflows from World Bank	837,874.68
	<u>2,101,691.91</u>
<u>Less: Payments</u>	
Transfer to Cedi account	500,000.00
Other payments	<u>178,901.07</u>
	<u>678,901.07</u>
Closing Cash Balance as at 31.12.2023	1,422,790.84

NB: Details of the above in both foreign and local currencies can be found in **appendices 1 & 2.**

Below is the summary of significant audit findings and recommendations.

A) Audit findings

1. Work on the construction of 2-storey building as part of the infrastructure deliverable had stalled with the progress of work assessed as 75%.
2. The Center Management did not prepare the 2023 Annual Progress Report of the Center for Management decision making.
3. There is a potential loss of funding of US\$1,342,897.00 for non-achievement of some DLI's as at December 31, 2023.

B) Recommendations

1. With the approval by the University's Entity Tender Committee of the new rates, the Director of Works & Physical Development should ensure the Contractor resumes work to complete the project.
2. We advise the Center Management to put together the Annual Progress Report for the year under consideration enumerating the achievement of the DLIs to assist in decision making.
3. We advise that the Center management should vigorously monitor the implementation of the DLIs to ensure they are fully achieved.

2.0 Introduction

The KNUST Regional Transport Research and Education Center, Kumasi (TRECK) has been established as one of the Africa Centers of Excellence (ACE) for Development Impact, an initiative of the World Bank in collaboration with participating countries to undertake applied research with industry, train high calibre manpower at the postgraduate (MSc/PhD) level, run demand-driven short courses and undertake technology transfer for the transport sector in the region. The total grant for the project by the World Bank is SDR4,545,274.99 (equivalent to US\$6.3 million). The project is a 5-year term starting from January 2019 to December 2023. There has been an extension of the ACE programme by One and Half years ending June 30, 2025.

KNUST Vision 2020 – 2024 - Theme 7 "Resource Generation and Management" Objective 7.5.6 "Hunt for projects that support the inclusion of foreign students training" is in line with the Project.

The Center has a project team in place that is responsible for the day-to-day running of its operations, but many of the routine tasks are handled by the Project Director, Accountant and Manager.

There also exists a management team which meets once every month to take decisions for the Center. We can confirm that all the decisions were acted upon which is commendable.

The Project requires two (2) sets of Boards to be established. First, the Center has in place a 12-member International Scientific Advisory Board (ISAB) with an oversight responsibility, and secondly, an 11-member Sectoral Advisory Board (SAB) who met regularly during the period under consideration.

The Project Document, University's Accounting Policies and Procedures Manual, the Public Financial Management Act, 2016 (Act 921), the Public Procurement Act, 2003 (Act 663), etc. serve as a guide for the preparation of financial transactions. The Panacea software is used for processing financial transactions including the preparation of financial statements. For this reason, we checked the internal control inherent in the processing and the preparation of the account.

Included in the report is a follow up on both 2022 internal and external audit issues raised to ensure actions are taken on the recommendations given.

3.0 Methodology and Scope

This describes in detail the approach and the technique used in the performance of the audit assignment. The period for the audit covered the financial year ending December 31, 2023. The audit forms part of the Centers fiduciary requirement to the World Bank.

In performing the audit, the following were undertaken:

- ✓ Conducted entrance meeting with the Center Project team to gain understanding of the current happenings.
- ✓ Inquired of the significant changes that had occurred since the last audit with respect to the management structure and the project.
- ✓ Obtained the necessary documents pertaining to the project to acquaint ourselves with the status of progress in the DLI's.
- ✓ Visited the Center's Website to ascertain information pertinent to the Center.

In developing the audit programme for the assignment, we also considered the following possible risks:

- ✓ Some DLIs may be missed out leading to non-disbursement of project funds.
- ✓ Procurement laws may not have been completely followed.
- ✓ Expenditures may not be approved by the spending officer.
- ✓ Expenditures made may not be according to the project budget lines.

- ✓ Bank reconciliation statements prepared may not be reviewed, with irregular transactions causing disagreement between the cash book balance and the bank balance.
- ✓ Assets acquired may not be labelled which may lead to a possible loss.
- ✓ Timelines may not be allocated to the implementation of the Management meeting decisions.

The possible risks identified above were factored into the audit programme to ensure that correct control measures existed to mitigate them. This involves assessing the operating internal controls to ensure they were working and were reliable.

Audit findings that bother on control deficiency, compliance violations, reputational damage etc. were discussed with the Project management. Responses obtained from management have been evaluated and included in the final report.

4.0 Performance Evaluation of Disbursement Link Indicators (DLIs)

The DLIs are the deliverables set for the ACE Centers. The achievements of these deliverables would enable the World Bank transfer/remit funds to the Center. We therefore assessed each DLI to determine the level of achievement and where possible the progress made in areas where there are under achievement. Where there was significant delay in achievement, we highlighted them for the attention of management.

4.0.1 DLI #1 Institutional Readiness.

This basically seeks to measure the readiness of the project to take off. Under this, both Basic and Full readiness had been achieved in the first year of the programme in 2019.

4.0.2 DLI #2 Development Impact of ACE Center

This involves an independent, external evaluation of the development impact of the ACE Center. This category looks at the impact the activities of the Center have on people, society, country as a whole and the sub-region.

After an evaluation was done by the World Bank, the Center achieved 50% with an amount of US\$121,521.00 funding allocation received as the project term ended on 31st December, 2023. This was confirmed from the World Bank Evaluation Report dated December 5, 2023. The implication is that the Center

stands to lose the remaining 50% amounting to US\$121,521,00 if unable to achieve the DLI within the extension period ending June 30, 2025. Find details in **appendix 3**.

4.0.3 DLI #3 Quantity of Students with Focus on Gender & Regionalisation

This looks at the number of new PhD and master's students enrolled onto the programme as well as professional short courses run by the Center.

The table presents actual and budget figures for the year 2023.

Students	Target Enrolment	Actual Enrolment	Percentage Achieved
PhD	12	13	108.33%,
Masters	20	15	75%
Short Courses	60	0	0%
	92	28	

NB:

The World bank assessment is based on the target achieved even though the Center achieved more in terms of PhD.

- ✓ In terms of funding, the World Bank had assessed the Center to have achieved 98% for PhD, 100% for Master's Students and 88% for Short Courses cumulatively over the 5-year period. The balance of US\$33,351.00 funding allocation remains unachieved as the project term ended on 31st December, 2023, even though the project has been extended to June 30, 2025. Find details in **appendix 3**. With the extension of the project closing date to June 30, 2025, the Center should intensify its effort to fully achieve the DLI.
- ✓ It was also expected that 30% of the students (i.e. combined PhD, master's students & short courses) enrolled should come from the sub-region. For the year 2023, out of the twenty eight (28) students enrolled, six (6) of them came from the sub-region representing 21.43%.

4.0.4 DLI #4 Quality of Education and Research

The above comprises of three (3) deliverables as follows:

i. Programme Accreditation

For purposes of obtaining accreditation for some programmes, the Center submitted a self-evaluated report (SER) dated 27th June, 2023 to a consultant -

Agentur Fur Qualitätssicherung Durch Akkreditierung Von Studiengängen. E.V. (AQAS) – Germany. A follow up revealed that the Standing Commission of AQAS had written to the Center Management dated 11th December, 2023 for some update to be made on SER to facilitate the assessment by the experts.

- The Consultant advised the Center to consider all the feedback from the Agency and the Commission and provide an updated version of the SER before further steps (including a site visit with experts) can be made.

It is therefore important for the Center Management to work on the feedback as early as possible, bearing in mind of the timeline to provide the updated version not later than eight (8) weeks prior to the site visit.

The Center should be mindful of the fact that it has so far achieved zero percent (0%) as a deliverable according to the World Bank Evaluation Report dated December 5, 2023.

The Center stands to lose US\$607,620.00 if unable to achieve programme accreditation. This is the biggest funding allocation among the unachieved total earnings. With the extension of the project closing date to June 30, 2025, the Center should intensify its effort to achieve this DLI.

ii. Research Publications

The Center is expected to make ten (10) publications in the year under consideration i.e. 2023. As at the time of reporting, twenty (20) publications had been made in line with the deliverable. The World Bank Report showed 100% achievement for the entire project life.

iii. Teaching and Research Infrastructure (building and laboratories)

We obtained a site progress report for the construction of 2-storey building for TRECK. The building was supposed to have been completed by 10th May, 2023. As at 31st December, 2023, the report from the Directorate of Works and Physical Development, KNUST stated that the building was 75% complete. We understand the contractor has submitted new rates/variations due to the general increase in prices of items, which has received approval from the University's Entity Tender Committee for work to resume.

The World Bank Evaluation Report stated that the Center had achieved 50% in terms of funding. The balance of US\$303,810.00 funding allocation remains unearned as the project term ended on 31st December, 2023. Find details in **appendix 3**.

We advise the Center management to follow up with the contractor to get the work completed. With the extension of the project closing date to June 30, 2025, the Center Management should ensure the completion of the infrastructural work within this period.

4.0.5 DLI #5 Relevance of Education and Research through externally generated revenue.

This has three (3) components as follows:

i. Generate external revenue

This is to generate revenue externally to support the Center's activities. The Center had fully achieved this deliverable. As a result, the total allocation of US\$1,431,078.00 was received in 2023 representing 100% deliverable achievement.

ii. Student's internship

The target to be achieved in 2023 was forty (40) students. Available records showed that forty-one (41) students undertook their internship representing 102.5%. In terms of funding, the World Bank had assessed the Center to have achieved 94% as a deliverable in its December 5, 2023 report. The balance of US\$8,558.00 funding allocation remains unachieved as the project term ended on 31st December, 2023. With the extension of the project closing date to June 30, 2025, the Center should intensify its effort to fully achieve the DLI. Find details in **appendix 3**.

iii. Entrepreneurship

The Center was to assist its trained students to register and operate a business in the transport industry. The Center is collaborating with the KNUST Business Incubator and College of Engineering (COE) Innovation Center to speed up on this DLI.

Under this DLI, there are basically five (5) milestones of activities to be undertaken which will lead to the broad achievement of the overall DLI.

At the time of reporting, the following were the status of progress made on each milestone:

Modules	Status of implementation
Milestone 2.1 Innovation and Entrepreneurship training and Call for Technology Innovation	<ol style="list-style-type: none"> 1. Curriculum has been developed 2. Students started training on entrepreneurship, held on April 28, 2023 & June 16, 2023 3. Business plan proposals in progress 4. The Center has started innovation pitching events.
Milestone 2.2 Innovations Week and Innovator of the Year Award	This is scheduled to start from February 13, 2024 to 16, 2024.
Milestone 2.3 Quarterly Workshops and webinars on Technology transfer and commercialization	Work is in progress; series of workshops have been organised.
Milestone 3.1 TRECK Testing and Modelling Service (Materials and Traffic)	This is yet to commence.
Milestone 3.2 TRECK Consultancy Services	This is yet to commence.

The Center had achieved zero (0%) as a deliverable according to the World Bank Evaluation Report dated December 5, 2023. There is the need for management to intensify its effort on achieving the outstanding milestones to the benefit of the overall DLI.

The funding allocation of US\$101,267.00 remains unearned as the project term ended on 31st December, 2023. With the extension of the project closing date to June 30, 2025, the Center should intensify its effort to fully achieve this DLI. Find details in **appendix 3**.

4.0.6 DLI #6 Timeliness and quality of fiduciary management

Under this, the Center is expected to ensure timely fiduciary reporting, namely: a functioning Internal Audit Unit, Audit Committee and transparency of ACE expenditure.

Internal audit report for 2023 has been submitted to the Center management. The Audit Committee has been functioning and evidence of minutes are available.

It is important to state that, the Center Management complied with the Public Procurement Act, 2003 (Act 663) regarding the procurement activities in the year 2023. The expenditure incurred followed the laid down procedures of the University.

The balance of US\$116,136.00 funding allocation remains unachieved as the project term ended on 31st December, 2023. Find details in **appendix 3**. This is an area the Center can do better by ensuring compliance.

4.0.7 DLI #7 Institutional Impact

This target seeks to involve the University in the ACE project and primarily covers four areas.

- i. University-wide regionalisation strategy.
- ii Open & Merit-based Selection of Institutional Leaders
- ii. PASET Regional Benchmarking Participation.
- iii. Institutional impact.

The following are worth noting:

- ✓ At the time of reporting, all the components of the DLI#7 had been fully achieved with the exception of PASET Regional Benchmarking Participation according to the World Bank Report.
- ✓ PASET Regional Benchmarking Participation seeks to benchmark the University's systems i.e. IT/IS Technologies with the best systems across the world. The balance of US\$50,634.00 funding allocation remains unachieved as the project term ended on 31st December, 2023, even though the project has been extended to June 30, 2025. Find details in **appendix 3**.

5.0 Audit Findings

5.0.1 DLI #4 Teaching and Learning Infrastructure Condition

We observed during the audit that work on the construction of 2-storey building as part of the infrastructure deliverable had stalled. There were some variations which the contractor needed approval. Currently, the progress of work is estimated to be 75% complete as at 31st December, 2023.

Criteria

The Progress Report from the Directorate of Works and Physical Development – KNUST.

Cause

Time lag regarding the approval of the variations submitted by the contractor.

Consequence

The Center may lose funding allocation of US\$303,810.00 from the World Bank.

Corrective action

- ✓ With the approval by the University Entity Tender Committee on the new rates, the Director of Works & Physical Development should ensure the Contractor resumes work to complete the project on time.

Response from TRECK Management

Management will work closely with the Director of Works and Physical Development to ensure timely completion of the building.

5.0.2 Non-availability of Status Report for the Center**Condition**

We observed during the audit that the Center Management did not prepare Status Report of the Center and achievements on the various Disbursement link Indicators (DLIs), challenges and mitigation strategies and other activities.

Criteria

A requirement as part of project management

Cause

The Center Management did not prepare the 2023 Status Report for the Center.

Consequence

Decision making might be affected without update on various Disbursement link Indicators (DLIs), challenges and mitigation strategies.

Corrective action

- ✓ We advise the Center Management to put together the Status Report to provide relevant information on the achievement of the DLIs to assist in decision making.

Response from TRECK Management

Well noted. Management will ensure the preparation of Annual Status Report.

5.0.3 Potential loss of Funding Allocation of US\$1,342,897.00**Condition**

A critical assessment of the total funding allocation of US\$6,576,755 available to the Center upon successful achievement of the DLIs, an amount of US\$5,233,838.00 was received as earnings from the World Bank. The balance of US\$1,342,897.00. remains unachieved. Significant among the unachieved DLIs is the program accreditation. The details can be found in **appendix 3**.

Criteria

The Financing Agreement between the World Bank and the country participating in the Africa Centers of Excellence for Development Impact Project.

Recommendation

- ✓ We advise that the Center management should vigorously monitor and intensify its effort in the implementation of the unachieved DLIs to ensure they are fully achieved.
- ✓ On the program accreditation the Centre Management should liaise with QAPO to corroborate their effort in achieving the set target.

Response from TRECK Management

The recommendation is well noted. We shall expedite action on the remaining activities to ensure that the Center does not lose any funds.

6.0 Conclusion

Overall, our assessment indicates that the Center has done well when it comes to the achievement of the deliverables (DLIs). However, there are few of the deliverables which are not fully achieved and therefore urge management to intensify its effort to ensure full achievement.

The Status Report of the Center is needed to provide update of DLIs, those achieved and the strategies to achieve the remaining unachieved DLIs so as to maximise fully the potential earnings from the world Bank. The critical ones are

the completion of the accreditation program and the construction of the building infrastructure. We advise the Center management to vigorously monitor and intensify its effort in the implementation of the unachieved DLIs to ensure they are fully achieved.

We take this opportunity to thank the Center Management and the entire staff for the support they learnt to us during the engagement.

Appendices

APPENDIX 1: SUMMARY OF RECEIPTS AND PAYMENTS	
TRECK	
Details	Amount US\$
Opening balance (01.01.2023)	1,263,817.23
Receipts	
Inflows from World Bank	837,874.68
	2,101,691.91
Payments	
Transfer to cedi account	500,000.00
Tuition fees	111,430.60
Accommodation	31,500.00
Daily subsistence allowances	16,583.04
Conference	11,697.50
Internship	3,250.00
Students expenses	1,980.00
Training expenses	1,270.00
Bank charges	1,189.93
Total payments	678,901.07
Closing cash balance as at 31.12.2023	1,422,790.84

APPENDIX 2: ANALYSIS OF CEDI TRANSACTIONS IN THE CASH BOOK	
TRECK	
Details	Amount GH¢
Opening Balance	1,376,287.59
Inflows from World Bank	5,723,000.00
Total Income	7,099,287.59
Expenditure	
Building expenses	1,309,518.64
Foreign travel expenses	780,920.81
Research and publication	656,815.44
Students stipend	655,801.46
Institutional accreditation (IQR ACE)	652,492.23
Conference, workshop and seminar	513,280.09
Tuition fees	455,002.47
Accommodation expenses	354,596.17
Accreditation expenses	319,890.84
Short courses	178,961.06
Staff emolument	173,424.60
Consultancy fee	114,783.30
Audit fees	113,646.65
Internship allowance	105,864.72
Ghana Revenue Authority (WHT)	98,049.61
Repairs and maintenance	97,836.55
Meals and entertainment	83,701.27
Telephone and Internet Expenses	58,155.00
Fuel consumed	54,053.55
Equipment	50,314.70
Gap assessment	46,676.85
Daily subsistence allowance	32,769.03
Meeting allowance	31,601.00
Travelling expenses	26,360.00
Printing and stationery	24,718.25
Office expenses	42,764.08
IT infrastructure	11,282.80
Website maintenance	7,678.69
Professional subscription	5,838.43
Bank charges	5,456.02
Cleaning and sanitation	4,860.00
Medical expenses	3,217.50
Examination expenses	1,512.00
Total Expenses	7,071,843.81
Closing cash balance as at 31.12.2023	27,443.78

APPENDIX 3: THE 5-YEAR TOTAL EARNINGS FOR TRECK, KNUST

#	DLIs	DLI INDICATORS	MAXIMUM EARNINGS US\$	TOTAL EARNINGS TO DATE US\$	TOTAL UNACHIEVED EARNINGS US\$	Total Earnings in Percentage (%)
1	DLI 1	Institutional Readiness	860,789	860,789	-	
2	DLI.2	Development Impact of ACE	243,042	121,521	121,521	50%
3	DLI.3	Quality of Students with Focus on Gender and Regions	1,100,175	1,066,824	33,351	97%
	3.1	New PhD Students	657,548	644,225	13,323	98%
	3.2	New Masters Students	271,451	271,451	-	100%
	3.3	New Professional Short Courses	171,176	151,148	20,028	88%
4	DLI 4	Quality of Education and Research	1,822,978	911,548	911,430	50%
	4.1	Program Accreditation	607,620	-	607,620	0%
	4.2	Research Publication	607,738	607,738	-	100%
	4.3	Teaching Research Infrastructure	607,620	303,810	303,810	50%
5	DLI 5	Relevance of Education and Research	1,673,748	1,563,923	109,825	93%
	5.1	External Revenue	1,431,078	1,431,078	-	100%
	5.2	Internship	141,403	132,845	8,558	94%
	5.3	Entrepreneurship	101,267	-	101,267	0%
6	DLI 6	Timelines and Quality of Fiduciary	445,635	329,499	116,136	74%
	6.1	Timely Fiduciary Reporting	148,545	81,887	66,658	55%
	6.2	Functioning Internal Audit Unit & Committee	148,545	119,211	29,334	80%
	6.3	Financial Online Transparency	148,545	128,401	20,144	86%
7	DLI 7	Institutional Impact	430,388	379,754	50,634	88%
	7.1	University-wide Regional Strategy	177,218	177,218	-	100%
	7.2	Open & Merit-based Selection of Institutional leaders	50,634	50,634	-	100%
	7.4	PASAT Regional Benchmarking Participation	101,268	50,634	50,634	50%
	7.5	Institutional Impact	101,268	101,268	-	100%
		TOTAL	6,576,755	5,233,858	1,342,897	80%

Follow up on the Previous Years Audit findings

#	Findings	Recommendations	Status of Implementation as at 31 st December, 2023	Action Taken or Proposed to Be Taken to Implement Recommendations	Officer Responsible	Timeline for completion of Outstanding Recommendations
1.	<p>EXTERNAL AUDIT:</p> <p>LOG BOOKS</p> <p>The log books were not filled and signed by a Senior Officer</p>	<p>We recommend to the project management to ensure that the drivers fill the vehicle log books when the vehicles are assigned official duties.</p>	Resolved	<p>The external auditor's recommendation is endorsed.</p>	Center Director	Resolved
2.	<p>ACCOUNTING SOFTWARE</p> <p>The Panacea reported account balances on its trial balance different from its ledger balances.</p>	<p>We recommend to the project management to contact the accounting software developers to resolve the incorrect balances and high exchange variations the system may provide in</p>	Resolved	<p>A new platform that has the dollar as the default currency has been created.</p>	UITS Director	Immediate

Internal Audit Report on TRECK, KNUST - 2023

2024

#	Findings	Recommendations	Status of Implementation as at 31 st December, 2023	Action Taken or Proposed to Be Taken to Implement Recommendations	Officer Responsible	Timeline for completion of Outstanding Recommendations
3.	<p>INTERNAL AUDIT:</p> <p>TRECK BUILDING</p> <p>The construction of 2-storey building which was supposed to be completed on 10th May, 2022 is 54% complete.</p>	<p>future.</p> <p>Management should liaise with the Directorate of Works and physical. Development to ensure whatever request the contractor has put forward regarding an extension of time is resolved, to enable the completion of the outstanding.</p>	Resolved	<p>Management met with the contractor on the issue, but he raised an issue of increment in the prices of goods and services which Management agree with him.</p>	Project Director	On-going
4.	<p>INSTITUTIONAL IMPACT</p> <p>We observed that apart from the openness and competitive selection of institutional leaders, the other four deliverables remain unachieved. They are:</p> <p>1. University Wide</p>	<p>Management should vigorously follow up with the relevant committees and stakeholders working on this</p>	Unresolved	<p>Management worked hard on the milestones for the achievement of the</p>	Project Director	The project ended on 31 st

Internal Audit Report on TRECK, KNUST - 2023

2024

#	Findings	Recommendations	Status of Implementation as at 31 st December, 2023	Action Taken or Proposed to Be Taken to Implement Recommendations	Officer Responsible	Timeline for completion of Outstanding Recommendations
	Regionalisation Strategy 2. Institutional Accreditation 3. PASET Regionalisation Benchmarking Participation 4. Institutional Impact – At the time of the audit, a draft regionalisation strategy had been prepared and was yet to receive approval from the Vice Chancellor	aspect of the deliverable to ensure it is achieved.		deliverables involved,		December, 2023